

A woman with long dark hair, wearing a bright pink jacket, is seated in a wheelchair. She is looking out of a train window, her hand resting on the metal frame. The background is a blurred train station with other passengers and yellow structural elements.

\ INTEGRATED *report* 2022



CCR \ LIVE YOUR JOURNEY

\ FOREWORD

At CCR, we take care of human mobility infrastructure services so that people can take better care of their own paths.

That is our purpose, **what drives us in every dimension of our business, what inspires us in every relationship we develop with customers, partners, employees, the granting power, communities, and society at large.**

We work for human mobility every day, building infrastructure, implementing services, providing opportunities, valuing diversity, and helping people discover new beginnings, new endings, and how to follow their own paths. This is human mobility.

Reaffirming **our commitment to transparency, in this report you can delve into the solutions for investments in infrastructure services and ESG** (environmental, social, and governance) actions to improve human mobility and contribute to the development of the regions where we operate.

CCR. Live your Journey

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\ MESSAGES FROM

leadership

GRI 2-22

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LEADERSHIP

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Message from the Chair of the Board of Directors _GRI 2-22_

When we look back at what has been accomplished at CCR in the last five years, we get a rewarding feeling that we have completed a period of great and profound transformation that will enable us to move forward safely and sustainably in the years to come.

I would dare say that we have made the most comprehensive and carefully planned reformulation in Governance and Management ever undertaken by a publicly traded Brazilian company.

What we have achieved since 2018 and what we consolidated in 2022 is proof that we have succeeded.

Our work is based on four major core pillars.

First and foremost, and with great pride, we value our **Human Capital**. In tandem, we reviewed our **Strategies** and emphasized the importance of thorough **Execution**, which happened organically, since the company is already recognized for its operational capacity and

the excellence of its deliverables. Last, but not least, we could see how important it was to protect our **Reputation**, linking it directly to the company's Governance.

Proof of this was the interest that two large Brazilian groups showed in joining our project. By acquiring Andrade Gutierrez's stake, a historical partner, Itaúsa and the Votorantim group recognized the importance of our actions in correcting and modernizing our Governance.

As we take a closer look at the advances made in the 2018/2022 cycle – during which we completed a careful process for consolidating our strategy and reformulating our management structure – we find that the years 2021 and 2022 concentrated on achievements and optimization, which included reducing the number of committees from five to three and reducing the number of Board Members from 13 to 11.

We won the auction for the BR-116/101 - RJ/SP highways and signed an economic rebalancing agreement with the government of the state of São Paulo, with an impact on our Net Present Value/NPV. The Highway Business also underwent a unification and strengthening process, with the holding company starting to manage the portfolio of the three businesses.

In Mobility, we won a new concession for urban rail transport in São Paulo, where we also rebalanced Subway Line 4. In Airports, we became the biggest player in this market by winning the Central, South, and Pampulha/BH blocks.



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MESSAGES FROM LEADERSHIP

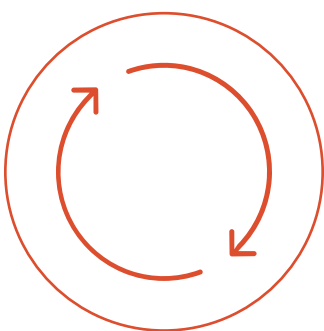
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We have concluded a period of **great and profound transformations**



We put the
**customer at the
center** of our efforts

In 2022, we also made great progress in the social and cultural arenas, with important projects in all the territories in which we operate. We also strengthened our ESG activities in a realistic, low-key way. (Our CEO is providing details of these events in this report.)

Going back to the four pillars that supported our changes in Governance and Management, I would like to focus particularly on the Human Capital section.

If I can say today that we have “Powerful Governance,” I can do so because we have put people, our most important asset, in a central role in our entire project. We successfully combined in-house talent and market professionals and renewed our culture of quality service and customer care that has always been a core value of the

company. We transitioned from the B2B concept to B2B2C, putting the customer at the center of our efforts, even as we had to face operational problems with new concessions.

In short, from the developments of 2018 to the end of 2022, we were able to create a virtuous cycle, integrating people, strategy, execution, and reputation.

We know that there will always be much to do in order for us to maintain a consistent and successful trajectory and to achieve our long-term goals, meeting the expectations of our shareholders and our stakeholders, with a special emphasis on our employees. But I’m sure that we have a solid base to sustain our progress, the fruit of diligent work developed over the last five years.

I’d like to welcome the new members of our Board of Directors and thank all my coworkers for their contributions over the past years.

I extend a special thanks to our Executive Board for their commitment, dedication, focus, and professionalism, factors that will without a doubt lead us to new achievements, consolidating the gains already obtained.

Ana Maria Marcondes Penido Sant’Anna
Chairwoman

COMMITMENT AND

dedication

Message from the CEO _GRI 2-22_



ECONOMIC

recovery

The year 2022 was marked by the beginning of the economic recovery and the consequent improvement in operational indicators for human mobility. With the worst of the Covid-19 health crisis behind us, the three modes in which the CCR Group operates reached relevant numbers.

The highlights among the main operating results are the number of equivalent vehicles on our highways, which increased 8%; the number of passengers transported in urban mobility, which increased 38.6%; and the volume of passengers at our airports, which increased 54.1%.

The unification of the Highway Business, the restructuring of the Shared Services Center/SSC, and the definition of dedicated engineering teams for each business also contributed to ensuring greater autonomy and speed in decision-making. All three businesses – Airports, Mobility, and Highways – proved to be resilient in navigating challenges by choosing projects based on discipline in capital allocation, which was key in this journey, guided by the holding company in its role as portfolio manager.

After winning important auctions in the previous year, the year 2022 was about consolidating and strengthening operations. We took over the new airport, mobility, and highway concessions and invested nearly R\$2.7 billion in 2022. These achievements were instrumental to our growth and were all based on the capital allocation agenda, which is at the core of our strategy. We finalized the divestment of two assets in the portfolio (Quicko and TAS) and announced the sale of SAMM. These transactions are evidence of our continued focus on portfolio management. It is worth noting that our investment and growth strategy remains focused on Brazil, and always in the modes where we operate.

The more than R\$1.4 billion investment made by CCR Rodovias is an important part of the set of challenges overcome throughout 2022. The agreement entered into with the State of São Paulo was the largest ever in the concessions program, with major construction projects started in the regions of Osasco and Barueri and others already completed in Sorocaba and Mairinque.

For the recently acquired integrated concession of highways BR-116/Dutra and BR-101/Rio de Janeiro – Ubatuba, we maintained the excellence in customer assistance and services that already existed on Dutra. For BR-101, besides recovering and reinforcing damaged slopes in our first month of operation when we faced torrential rains, we dedicated our attention to the ser-

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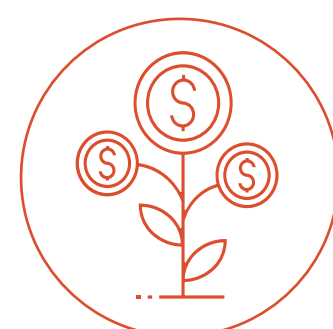
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INVESTMENTS IN *infrastructure*

vice infrastructure, creating a service called SOS *Usuário* (SOS User), which provides mechanical assistance, traffic inspection, pre-hospital care, and a toll-free telephone line 0800/WhatsApp service. The unit invested more than R\$364.1 million in the first year and completed the entire infrastructure for the start of Free Flow operations, Brazil's first electronic toll payment system without boom barriers.

We maintained our focus on team training and capacity building and on investments to revitalize and modernize the infrastructure we received, especially ViaMobilidade Lines 8 and 9. Before the end of the first year ahead of the concession, we had already invested R\$1.2 billion to renovate stations, purchase rolling stock, and make operational and safety improvements.

More recently, the National Economic and Social Development Bank/BNDES approved a R\$4.6



BRL 2.5 billion
in sustainable
infrastructure
debentures



billion financing for ViaMobilidade Lines 8 and 9. Of this total, R\$2.5 billion will be released in the form of sustainable infrastructure debentures, with certification by the BNDES itself, since the funds will be invested in low-carbon transportation. This is the largest issue of green infrastructure bonds in the Brazilian capital market to date. A portion of this funding will be used to finance the purchase of 36 trains acquired from Alstom. These new trains will begin arriving soon. A total of 288 new cars will gradually be incorporated into our fleet.

In the airport division, after mobilizing to take over 16 airfields simultaneously - an unprecedented operation globally - we continue investing in what we consider essential for the cities and regions where we operate: identifying the vocation and development of local markets, attracting investments, and modernizing the service infrastructure. In less than a year, we made significant changes to the airport portfolio, adding 26 new destinations, some of them international, to Buenos Aires, Santiago, and Montevideo. The CCR Airports division already has 189 routes and, now that the pandemic is over, we see very interesting prospects for this segment.



We strengthened transparency and our commitment to the **environmental agenda**

In line with the Paris Agreement and climate change management, we publicly committed to reducing greenhouse gas emissions by submitting our proposed decarbonization target to the SBTi (Science Based Target Initiative), and we joined a movement called *Ambição Net Zero* (Net Zero Coalition), a UN Brazil Global Compact initiative. We are the standard-bearers and co-founders of MoveInfra, a movement composed of infrastructure leaders in Brazil, whose agenda is based on three main pillars: legal certainty, investment attraction, and social and environmental commitments.

Also from an environmental, social, and governance standpoint, we held our first ESG forum to present the company's results and strategic and sustainability goals, notably the definition of 11 KPIs that are now part of the composition of the executives' variable pay. This initiative reinforces transparency and our commitment to the environmental agenda, which follows the ESG master plan, structured in a cross-cutting manner within the businesses. The social agenda for 2022 focused on strengthening the strategy of and

MANAGEMENT *improvement*

resources invested in Inclusion projects through the pillars of Culture, Education, Sports, and Health. After curating initiatives, we expanded our activities to new audiences and new regions, maximizing the results with synergies among the projects. While seeking a social license to operate, we bring development to the regions where we operate in order to leave a legacy of transformation and impact for the communities.

With the arrival of two of the country's leading economic groups—Itaúsa and Votorantim, which joined Soares Penido and Mover Participações in the controlling block—our governance is even more robust as we maintain our emphasis on long-term investments.

For its part, the Board of Directors prepared a new Shareholders' Agreement, reducing the number of members of the Board of Directors to 11. At the same time, an exclusive guarantee was established with the Board for CCR to enter into new businesses in Latin America in the three modes in which we already operate.



In 2022, we took important steps to improve management and become stronger, based on our Strategic Ambition/2025, which includes qualified growth, capital discipline, strict governance criteria, prioritization of employees, return to shareholders, and environmental and social commitments. We are a team of more than 17,000 direct employees, focused on making better and safer paths for society. The excellence and dedication of this team, combined with CCR Group's robust financial position, allow us to say that we are ready for even greater challenges.

Waldo Perez,
Interim CEO and Chief Financial
and Investor Relations Officer
CCR Group

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CCR in Numbers

37 concessions,
operating in
230 cities and
13 states
in Brazil's South,
Southeast, Midwest, and
Northeast regions

168.2 km of track,
carrying more than
1.7 million
passengers
per day in 2022

Market cap of
R\$ 21.9 billion²

Total investments of
R\$ 66.1 billion,
of which R\$ 10.7 billion
was invested between
2019 and 2022

1.8 million
vehicles¹ per day
circulating on the
3,615 km of
of highways
managed by CCR

20 airports,
3 of which in Latin America
and 17 in Brazil,
with more than
33 million
passengers on domestic
and international
flights in 2022

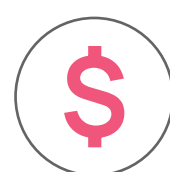
First infrastructure
company
listed on B3's
(Brasil, Bolsa, Balcão)
Novo Mercado

Nearly 17,000
direct employees

According to the
most recent estimates
from IBGE
(Brazilian Institute of
Geography and Statistics),
the states in which
we operate represented
76.3% of the
Brazilian population
in July 2021

¹ Tolloed vehicle (VDM)
² Value referring to 12/30/2022

Performance summary



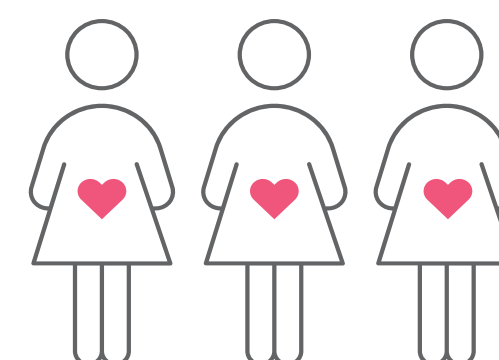
Net Revenue (excluding Construction Revenue) of **R\$ 18,382.1 MM**, an increase of **55%** compared to 2021



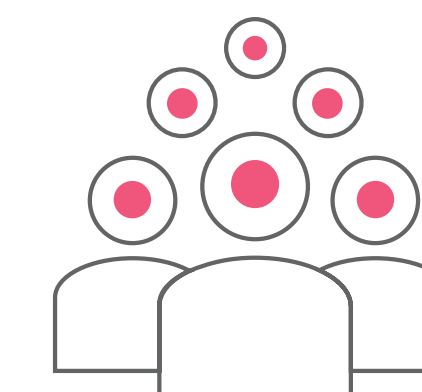
74% reduction in scope 2 emissions (purchase choice)



17% increase in power generation in photovoltaic plants



33% women in management positions, **18%** more than in 2021



2 million people benefiting from our **social projects**, with total investments of **R\$ 49 million**



100% of **operations** subjected to anti-corruption compliance programs and more than **95%** of **employees** and **outsourced workers**¹ trained in this area

¹ Only third parties involved in administrative activities, with access to CCR systems, are considered.

ADJUSTED EBITDA – R\$ MM
12,083

NET INCOME – R\$ MM
4,133

INVESTMENTS IN – R\$ MM
2,719

EBITDA
MARGIN OF:

68.8%

DISTRIBUTION OF DIVIDENDS IN 2022
(18.6% PAYOUT) – R\$ MM
768,207

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GRI 2-2, 2-3, 2-14

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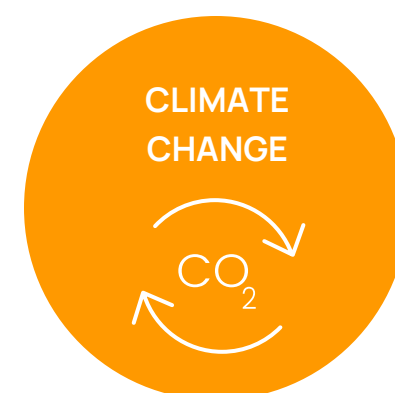


As we continue to pursue transparency in our actions, we publish another annual Integrated Report based on the guidelines of the GRI Standard and CVM Resolution No. 14 on Integrated Reporting. **We also present indicators of the Sustainable Accounting Standards Board (SASB) related to the impacts of our businesses. It is important to point out that the financial data are presented in compliance with the rules set forth by the CVM (Securities and Exchange Commission).**

This document contains information pertaining to the reporting period between January 1 and December 31, 2022, was discussed by the Executive Board and the People and ESG Committee, and was approved by the Board of Directors of the CCR Group. The indicators underwent limited third-party assurance and the content includes the units over which the CCR Group² has operational control, unless stated otherwise throughout the report. Regarding the Integrated Reporting guidelines, there were no data or information omissions.

MATERIAL TOPICS

ENVIRONMENTAL



CORPORATE GOVERNANCE



SOCIAL



MATERIALITY AND STAKEHOLDER ENGAGEMENT

GRI 2-29, 3-1, 3-2, 3-3

Our materiality matrix was revised in 2021 and developed based on consultation with stakeholders across our various communication channels, as well as the evaluation of industry and market content such as MSCI, S&P CSA, CDP and Sustainability – sustainability indicator protocols, such as GRI and SASB.

The analysis also took into account data collected from our Ombudsman channel and surveys on the reputation and quality of the CCR Group's services. **Furthermore, it is important to point out that consultation with our stakeholders is an ongoing process and an integral part of the daily actions of various areas of the company.**

Based on this study, seven material topics associated with CCR Group's businesses were identified. Its cross-cutting nature and the associated initiatives make our ESG strategy stronger and consolidates a culture of sustainability within the company.

² CCR S.A., CCR AutoBAn, CCR Barcas, BH Airport, CCR InfraSP, CCR LamVias, CCR Mobilidade (CIM), ViaMobilidade – Linhas 8 e 9, CCR Metrô Bahia, CCR MSVia, CCR NovaDutra, CCR RodoAnel, CCR RodoNorte, CCR BlocoSul, CCR BlocoCentral, SAMM, CCR SPVias, CCR ViaCosteira, ViaQuatro, CCR ViaLagos, ViaMobilidade – Lines 5 and 17, CCR ViaOeste, CCR ViaSul, VLT Carioca, GBS, ATP, CIIS, CPA, CPC, Five Trilhos, MTH, SPCSP.

ONGOING COMMUNICATION

We work on several fronts to maintain the constant engagement of our stakeholders, whether through the daily activities of our employees or specific actions such as the review of the materiality matrix, communication campaigns, surveys, and specific meetings with the community in the regions where we operate (CCR Institute), in addition to internal communication. **In this way, we identify and act to mitigate adverse impacts and promote positive ones, always keeping in mind our purpose of taking care of infrastructure services so that people can take better care of their own paths.**

INVESTORS AND SHAREHOLDERS

Through our Investor Relations area, we hold an annual CCR Day, which reached its 16th edition in 2022. This public event reinforces our business strategy and has the relevant participation of investors, financial market agents, and shareholders. We also held the ESG CCR Forum in 2022, aiming to show investors our journey in this area. Other recurring interactions include participation in conferences, non-deal roadshows, and interactions with the market through notices and relevant facts, made available throughout the year to communicate achievements and explain specific topics.

CUSTOMERS

Our actions to communicate with this audience are intended to improve the quality of services and protect the health and well-being of all those who make use of our services. Thus, during the year, satisfaction surveys were conducted aiming to identify the perception of quality and the likelihood of recommending our services to other users. For this audience, we also have several initiatives in place related to road safety to ensure that the accident and fatality rates on the highways are continuously reduced.

EMPLOYEES

Our purpose is to ensure the safety, health, and professional growth of all those who are part of CCR. Therefore, in order to guarantee that our team remains engaged, we conduct PULSE surveys that help us identify the perception of the work environment and of other internal projects and initiatives. It is also important to point out that all our professionals have freedom of association with unions and are covered by various initiatives, projects, and policies related to workplace safety.



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COMMUNITIES

We operate through Social Responsibility projects managed by the CCR Institute. We also have ombudsman channels in place that allow us to deal with the specific demands of each audience.

SUPPLIERS

In order to develop in a sustainable way and guarantee the safety of our supply chain, we carry out an annual Supplier Excellence Program - CCR SUPERA. In addition, our procurement and contracting processes are based on the principles of isonomy, integrity, and competitive equity, and we invite our business partners to participate in the CDP Supply Chain questionnaire.

REGULATORY BODIES AND GRANTING POWER

Interactions follow the norms and training provided by the Compliance area. Meetings take place through recurring or ad-hoc events and are duly registered in our Compliance Platform.



We work on several fronts to maintain the **continuous engagement** of our stakeholders

Stakeholders

Examples of engagement

Investors

CCR Day, quarterly calls, ESG events, conferences and local and international non deal Roadshow

Customers

Satisfaction surveys, communication campaigns, Ombudsman, Social Media, Confidential Channel

Employees

Climate Survey, Pulse, Confidential Channel, Racial Self-Declaration Process, GPTW, Health and Safety Project, workshops and events

Local communities and civil society

Resettlement projects, CCR Institute's social responsibility and social communication projects

Suppliers

Events for suppliers (Supera), Confidential Channel, Procurement and Contracting Process, Ecovadis, and CDP Supplier Engagement Rating (SER)

Regulatory bodies

Specific meetings, public consultations, and defense of interests





We are signatories of the **UN Global Compact** since 2011

PRIORITIZATION OF SDG

In 2022 we initiated a process to analyze the business and practices adopted by the company aiming to identify the Sustainable Development Goals (SDGs), as well as their subgtargets, that are more connected to and impacted by our business. **The study showed that of the 169 SDG targets, 69 (41%) are connected with CCR's businesses, with SDG 5, 7, 8, 11, 12, 13, and 16 having more than 50% of connected targets**

After identification of the SDG targets that have a connection with CCR, two variables were evaluated for each of the targets: business perspective and impact perspective. The methodology generated a score (based on previously established weights), resulting in a classification of low, medium, or high impact. Prioritized SDG were then divided into two categories (connected to the business and relevant impact).

STRONG CONNECTION TO THE BUSINESS



3. Ensure healthy lives and promote well-being for all at all ages.

3.6 By 2020, halve the number of global deaths and injuries from road traffic accidents.

8. Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all

9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

9.1 Develop quality, reliable, sustainable and resilient infrastructure to support economic development and human well-being, with a focus on affordable and equitable access for all.

9.a Facilitate sustainable and resilient infrastructure development through enhanced financial, technological and technical support.

11. Make cities and human settlements inclusive, safe, resilient and sustainable.

11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.

11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.

RELEVANT IMPACT



7. Ensure access to affordable, reliable, sustainable and modern energy for all.

7.3 By 2030, double the global rate of improvement in energy efficiency.

13. Take urgent action to combat climate change and its impacts.

13.2 Integrate climate change measures into national policies, strategies and planning

12. Ensure sustainable production and consumption patterns.

16. Promote peaceful and inclusive societies for sustainable development.

Alignment of **our initiatives with the United Nations Sustainable Development Goals (SDG)** will be highlighted throughout the report



For questions and more information related to the report, please contact us by email via contato.sustentabilidade@grupoccr.com.br

\\ A COMPANY ON THE *move*

GRI 2-1, 2-2

Our work in highway concessions, urban transport, and airports has a profound impact on the lives of every customer. That is why we believe that, being constantly on the move, our business must be developed in an integrated way, with excellence, responsibility, safety, and quality.

With this goal in mind, in 2022 we advanced with our purpose of providing infrastructure services so that people can take better care of their own journeys. We consolidated our position as a human mobility company, with sustainability tied to our growth strategy.

One of the largest private groups in the area of concessions of transport infrastructure in Latin America

Presence in 13 states in Brazil

Founded in 1999

37 assets in 4 countries (concessions and services)

16,481 employees

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A COMPANY ON THE MOVE

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Headquartered in São Paulo, we operate through three business lines: **CCR Rodovias** (Highways), **CCR Aeroportos** (Airports), and **CCR Mobilidade** (Mobility), supported by a matrix structure of Global Business Services, which adds value to CCR Group's businesses. In Brazil and abroad, we are responsible for the maintenance and operation of a wide network of transport services. Today, we manage and maintain highways and passenger transport services (subways, urban trains, Light Rail Transit [VLT], and ferries). In the airport segment, we operate 20 terminals in four countries and across four Brazilian states.



CCR

RODOVIAS

We are responsible for 3,615 kilometers of highways in the country's highway concession network, with an average daily volume (ADV) of 1.8 million toll-paying vehicles per day, in the states of São Paulo, Rio de Janeiro, Mato Grosso do Sul, Rio Grande do Sul, and Santa Catarina, operated by CCR RioSP (SP-RJ), CCR AutoBAAn (SP), CCR ViaOeste (SP), CCR RodoAnel (SP), CCR SPVias (SP), Renovias (SP), CCR ViaLagos (RJ), ViaRio, CCR MSVia (MS), CCR ViaCosteira (SC), and CCR ViaSul (RS).



CCR

MOBILIDADE

We believe that investing in mobility is one of the ways to ensure the social and economic development of large cities. To this end, we work to diversify our operations through business management in this segment. Today, we transport more than three million³ passengers per day and are responsible for the concessionaires ViaQuatro, ViaMobilidade - Lines 5 and 17, ViaMobilidade - Lines 8 and 9, CCR Barcas, CCR Metrô Bahia, and VLT Carioca.



CCR
AEROPORTOS

Since 2012, we have also been operating in the airport sector, being responsible for the concessionaires BH Airport (Belo Horizonte International Airport), Quiport (Quito International Airport, Ecuador), Aeris (San José International Airport, Costa Rica), CAP (Curaçao International Airport, Netherlands Antilles), South and Central Blocks (comprising 15 airports in Brazil), and Pampulha Airport (Carlos Drummond de Andrade Airport - SBBH). CCR Aeroportos hauls more than 40 million³ passengers every year.



CCR
GBS

Global Business Services (GBS) is the unit that encompasses the teams responsible for Technology, Automation, Means of Payment, Procurement and Warehouses, and Shared Services Center for CCR Group companies.

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³ Data from 2019, pre-pandemic, with the current portfolio. **Source:** company data.

GEOGRAPHIC DISTRIBUTION OF THE CCR GROUP

CORPORATE OFFICES

- 1 São Paulo
- 2 Brasília
- 3 United States¹

CCR RODOVIAS

- 1 CCR RioSP
- 2 CCR ViaLagos
- 3 CCR MSVia
- 4 ViaRio
- 5 CCR ViaSul
- 6 CCR ViaCosteira
- 7 CCR AutoBan
- 8 CCR ViaOeste
- 9 CCR RodoAnel
- 10 CCR SPVias
- 11 Renovias

CCR MOBILIDADE

- 1 ViaQuatro
- 2 CCR Barcas
- 3 VLT Carioca
- 4 CCR Metrô Bahia
- 5 ViaMobilidade – Lines 5 and 17
- 6 ViaMobilidade – Lines 8 and 9

CCR AEROPORTOS

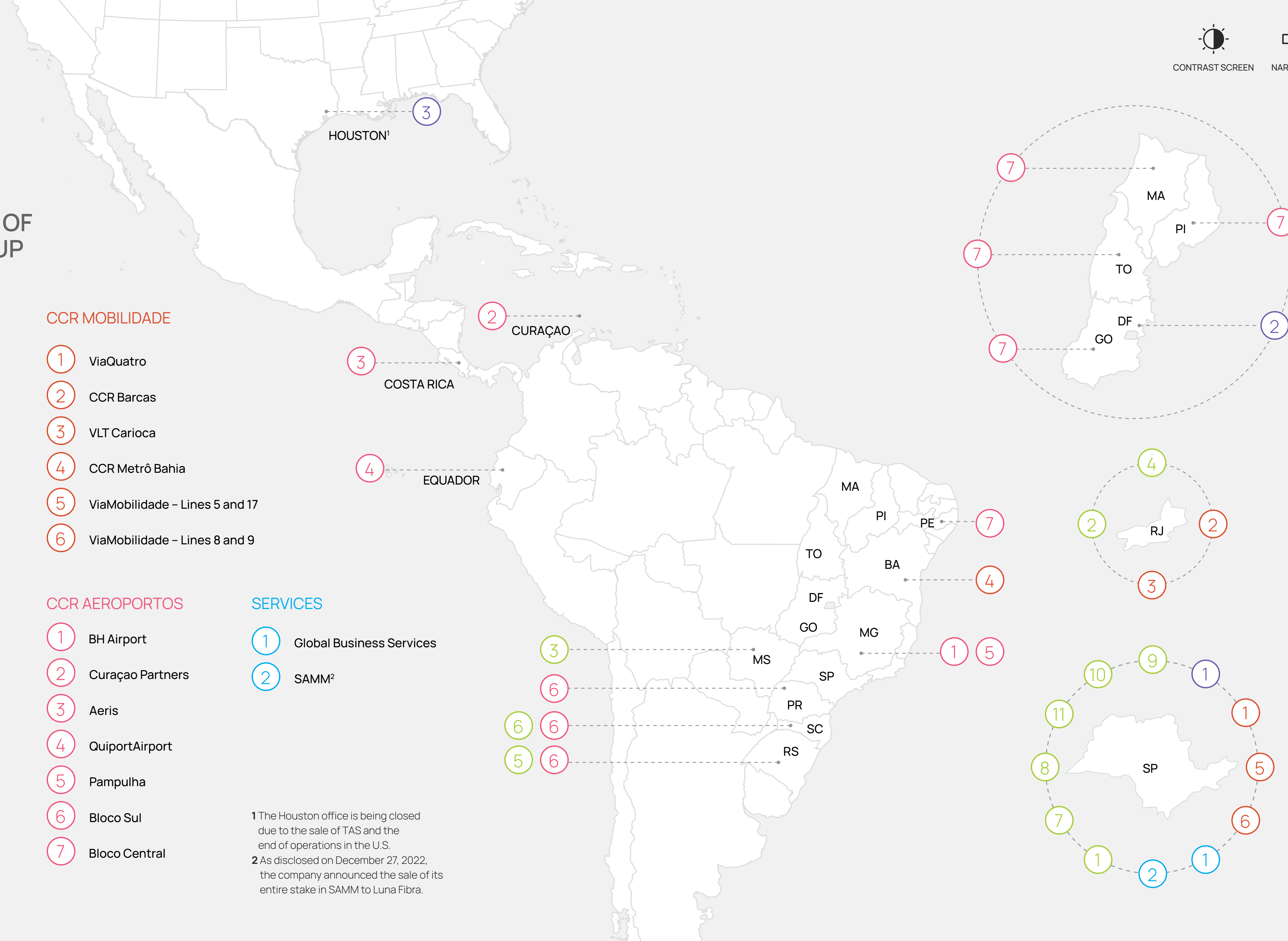
- 1 BH Airport
- 2 Curaçao Partners
- 3 Aeris
- 4 QuiportAirport
- 5 Pampulha
- 6 Bloco Sul
- 7 Bloco Central

SERVICES

- 1 Global Business Services
- 2 SAMM²

¹ The Houston office is being closed due to the sale of TAS and the end of operations in the U.S.

² As disclosed on December 27, 2022, the company announced the sale of its entire stake in SAMM to Luna Fibra.



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Strategy

We want to be recognized as a leader in human mobility, providing the best experience for our customers, transforming the lives of people in the regions where we operate and delivering sustainable returns for shareholders. This strategy is supported by five pillars of growth:

REPUTATION

We want to be among the companies with the best reputation in Brazil in four aspects: empathy, trust, admiration, and respect.

ESG

Our focus is on being a leading company with a consistent, continuous, and evolving journey in areas associated with our environmental, social, and governance performance.

CUSTOMERS

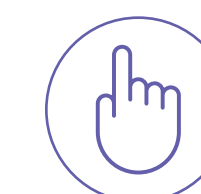
We work to offer the best services, achieving and maintaining a high level of quality deliverables for our customers.

EMPLOYEES

We continue to improve our strategy for developing, retaining, and attracting talent, focusing on the safety of our employees and third parties.

SHAREHOLDERS

We strive to maintain the organization's sustainable development through organic and inorganic growth, maximizing the return to shareholders and focusing on the appreciation of our shares.



[Click here to learn about our values and the principles that guide our business](#)



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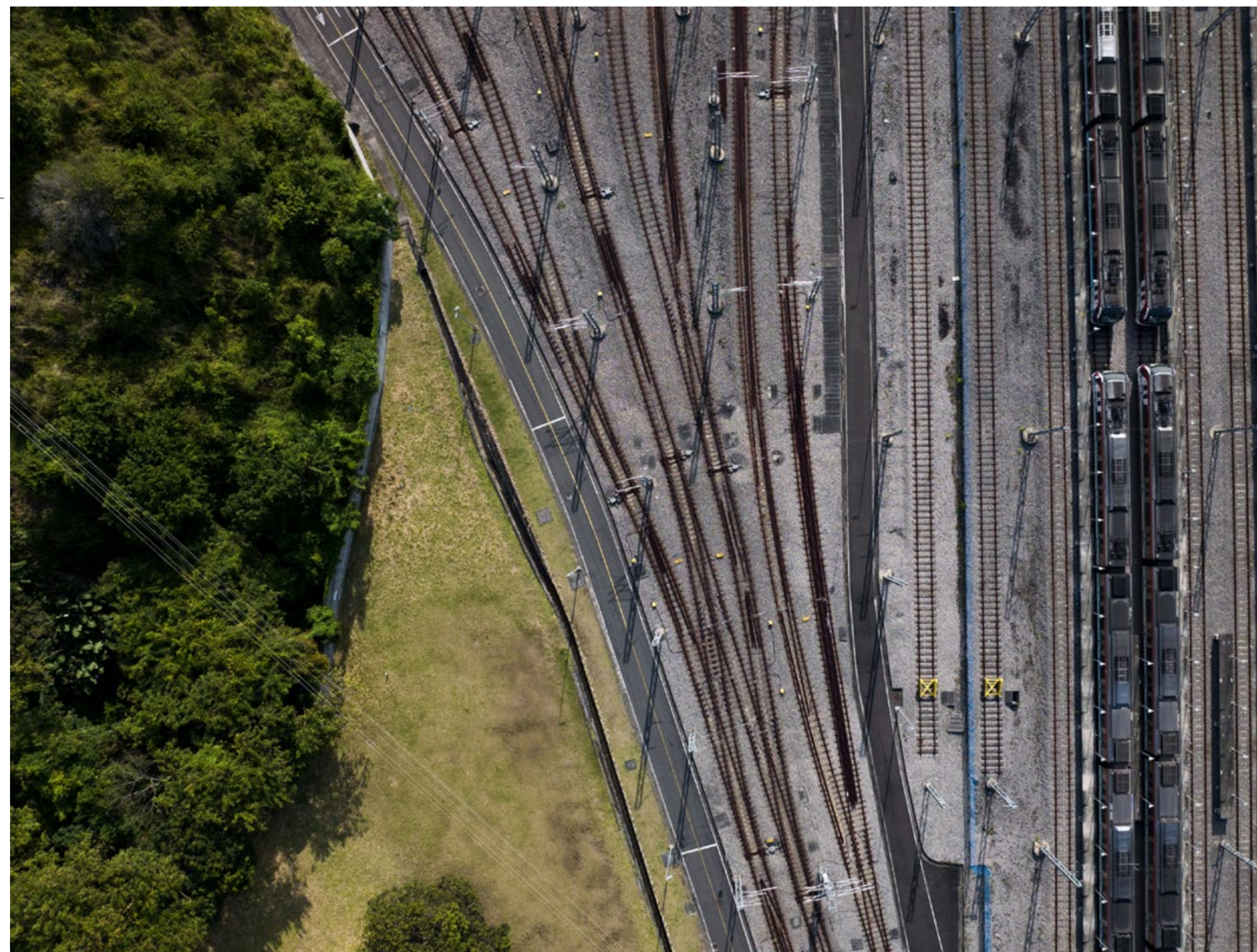
A COMPANY ON
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Corporate Governance

GRI 2-9, 2-10, 2-11, 2-12



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Board of Directors

11 members
elected by shareholders

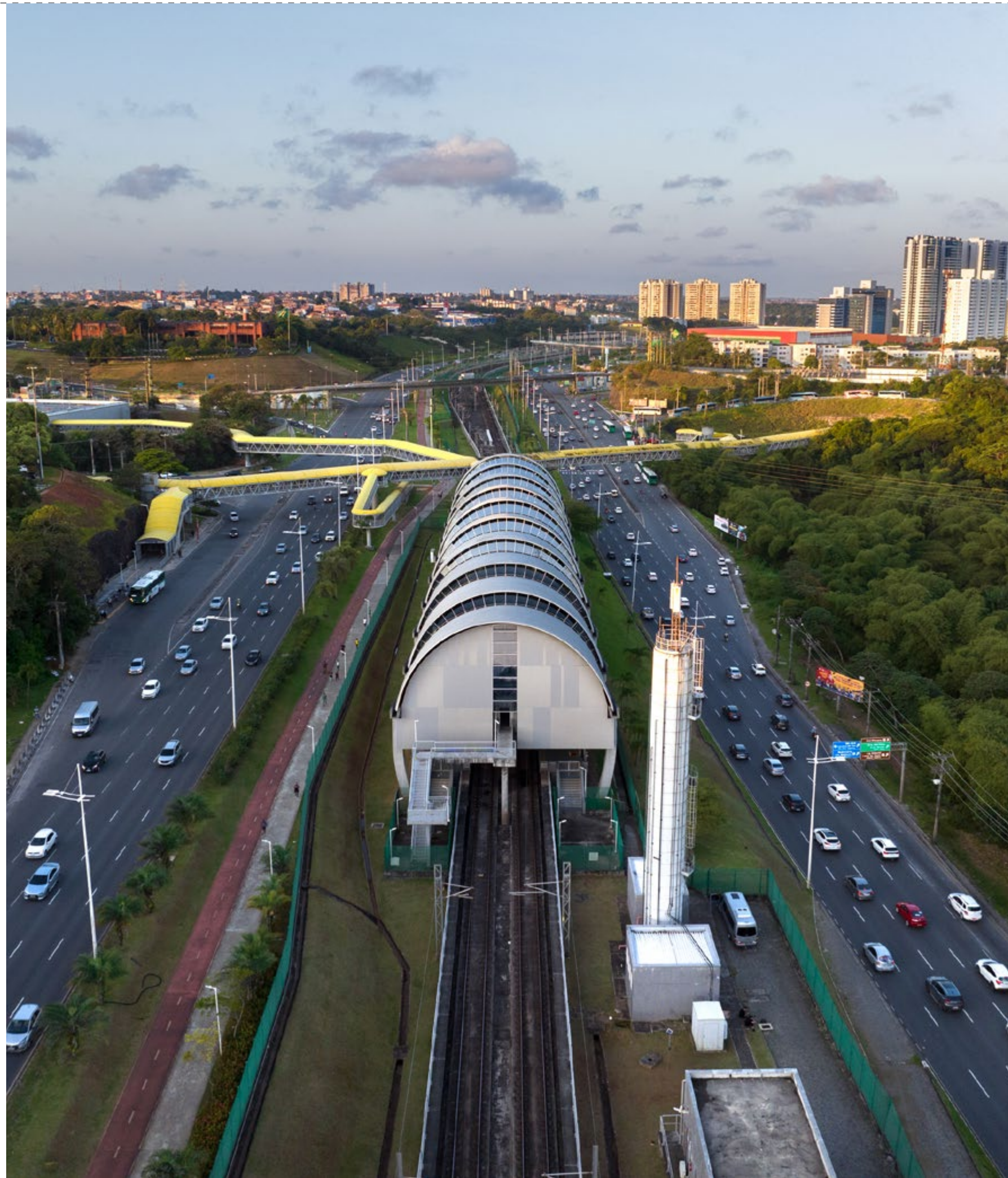
We are one of the largest infrastructure and mobility companies in Latin America, recognized in the domestic and international markets for our continuous adoption of the strictest corporate governance practices, which underpin an ethical and transparent approach toward society, the environment, and all audiences that have a relationship with CCR. Such practices are gathered in several corporate documents, such as: Bylaws, Integrity and Compliance Program, ESG Master Plan, Corporate Risk Matrix, and others.

Aware of the importance that accountability and transparency have for the reputation and prosperity of the business, we have followed the best market practices in terms of governance, transparency, and equity from the moment our company began.

Currently, our Board of Directors (BD-CCR) is comprised of eleven members elected by Shareholders at the Annual General Meeting (nine men and two women) three of whom are independent. Seven of the mem-

bers were elected in April 2022 with a unified term of two years, until the General Meeting to be held in 2024 and the others were appointed in September 2022 by the shareholders Itaúsa and Votorantim, upon acquisition of interest in the Company, with the possibility of the re-election. As provided in our Bylaws, the CA-CCR must be formed by at least 2 or 20%, whichever is greater, of independent members. In addition, the positions of Chairman of the Board of Directors and Chief Executive Officer cannot be accumulated by the same person. **_GRI 2-11_**

The duties of CCR's Board of Directors are to elect the members of the Executive Board, define the company's risk parameters, and provide guidance for the Executive Board's conduction of the business, among others. CCR's Board of Directors also supports the establishment of important strategic guidelines and approval of the five-year plan proposed by the Executive Board, which is reassessed annually for possible adjustments. The ESG Master Plan, where our objectives and pillars for sustainable actions are set out, derives from this Strategic Plan, also prepared by the Executive Board and approved by the Board of Directors.



Visit our [investor relations website](#) to learn more

With the support of the People and ESG Committee, the BD-CCR monitors compliance with the aforementioned ESG Master Plan, which includes the company's actions that focus on environmental, social, and governance issues relevant to its business-es, in order to encourage the development of planned activities and promote any necessary changes or additional measures. The Board of Directors is also responsible for approving the Annual Sustainability Repor. **_GRI 2-13, 2-14_**

The People and ESG Committee also monitors and anticipates trends in global ESG topics, identifying risks and critical issues that represent opportunities for improvement or that may have a material impact on the business; it also tracks public ESG Targets. The Board of Directors is also assisted by **the Audit, Compliance, and Risk Committees (statutory)** and by the **Strategy Committee**. **_GRI 2-12_**

ADVISORY COMMITTEES OF THE BOARD OF DIRECTORS

People and ESG Committee: Among several other duties, this committee assesses the activities of CCR's Board of Directors and the alignment of members appointed to CCR's Board with the Appointment Policy; the ESG Master Plan, which includes actions focused on Environmental, Social, and Governance issues; ESG-related global trends in the short, medium and long term; and leadership succession plans.

Audit, Compliance, and Risk Committee (Statutory): Advises the Board on topics such as accounting and legal rules; internal and external auditing, internal controls, compliance issues, development of the integrated risk map, and its management process.

Strategy Committee: Acts in business management and monitoring of Results and Cash Flow; new opportunities in the primary and secondary markets; innovation strategy and financial policies on key issues such as liquidity, indebtedness and leverage ratio, exposure to market risks, and dividends.

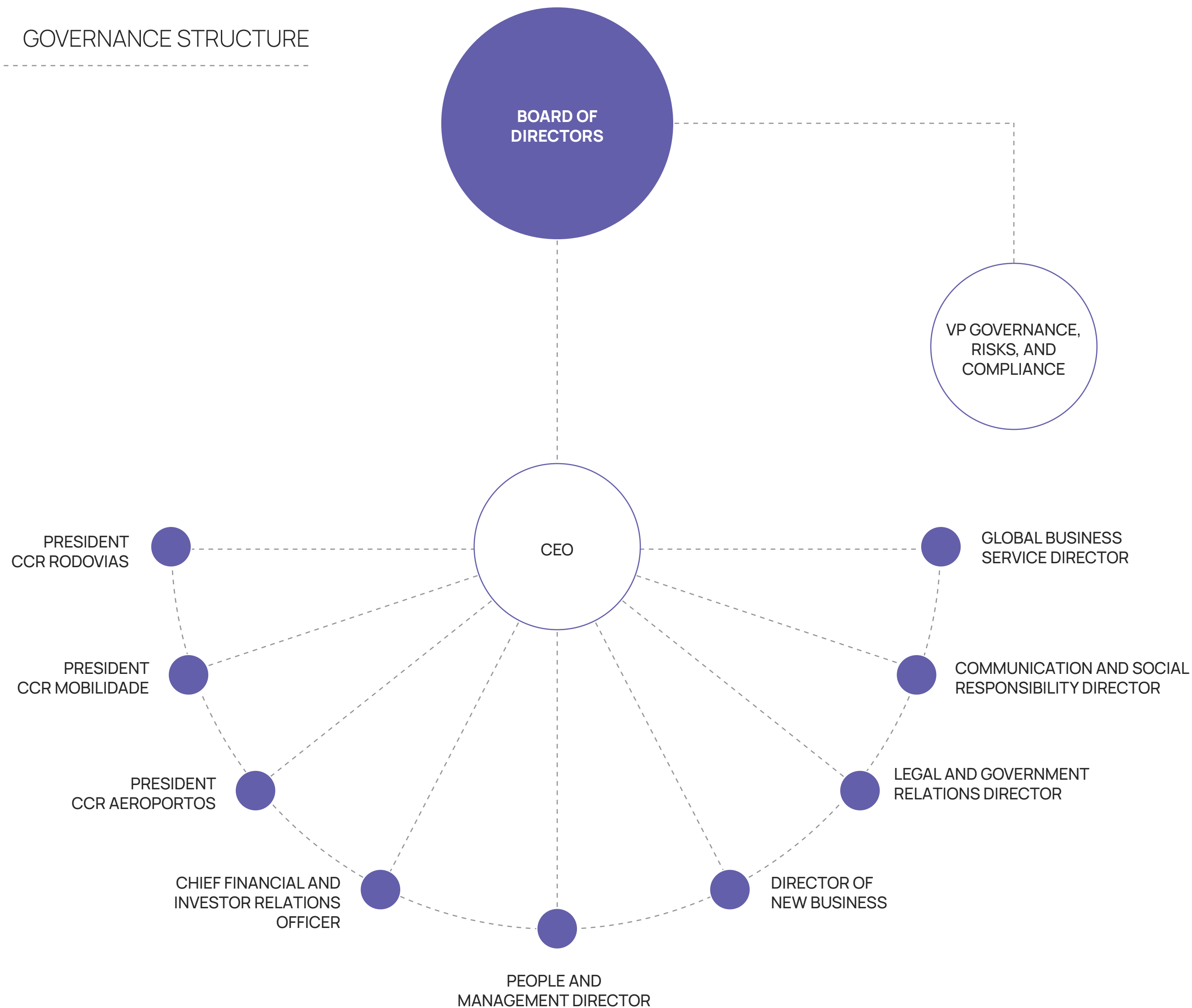
GOVERNANCE STRUCTURE

Comprised of a minimum of 4 and a maximum of 12 members, the Executive Board is the company's representative and executive management body. Today, we have 10 statutory directors, organized as follows: Director of Finance and Investor Relations (temporarily holding the cumulative position of Chief Executive Officer); Director Vice President of Governance, Risks, Compliance; Director of New Business Development; Director of Global Business Services (GBS); three Business Directors (Airports, Mobility, and Highways); Legal and Government Relations Director; Communication Director; and People and Management Director.

The Executive Board, in fulfilling its attributions, including managing the organization's impacts on the economy, on the environment and on people, meets monthly with the Board of Directors (or on an extraordinary basis, whenever necessary) to report and discuss of relevant issues, with a view to rendering accounts and proposing or evaluating joint solutions for critical issues.

Additionally, monthly meetings are held with the CA-CCR Advisory Committees to deepen the topics to be reported/evaluated by CA-CCR. These Committees have the purpose of conferring efficiency and agility to the CA-CCR, having no executive or deliberative functions, limited to issuing opinions and recommendations to be forwarded to the CA-CCR in order to support it in its decision-making process. **GRI 2-13**

The Board of Directors and the Executive Board regularly invite external and internal specialists to address issues related to sustainability in its various dimensions. The topics covered include, most notably those linked to sustainable development, such as Climate Change, Diversity, and the Environment.



ASSESSMENT OF THE BOARD

GRI 2-18

The Board of Directors and its committees are assessed annually on a collegiate basis. The process is independently carried out annually by a specialized external consultant, which interacts directly with the members of the Board of Directors and the Executive Board by administering questionnaires and conducting interviews. Based on the final report, corrective measures or improvement actions are adopted, always focusing on enhancing the governance process in line with best market practices. As provided for in the company's Nomination Policy, the performance appraisal is also used as one of the bases for the reelection of members.



We are recognized in the **domestic and international** markets for our continuous adoption of the strictest corporate governance practices

ETHICS AND

transparency

POLICIES, STANDARDS, AND CODES

GRI 2-24

We have in place numerous internal policies and standards that govern our processes and procedures to ensure responsible business conduct and that include our commitment to respect human rights in our activities and business relationships. Accordingly, we regularly conduct training and internal campaigns to communicate these policies and our Code of Ethical Conduct.

Approved by the Board of Directors, our Authorization Policy describes the main topics to be observed in the decision-making processes related to our businesses. Our Code of Ethical Conduct, also approved by the Board of Directors, establishes the values, guidelines, principles, and responsibilities that managers and employees must follow when relating internally, with society, or with any third party during the course of their activities.





We follow the **best practices** of governance, transparency, and equity in the market

One of our principles is respect for the laws and standards applicable to our business, as well as a commitment to ethics and integrity in all our internal, external, private, and public relationships. These principles are part of the guidelines of our Code of Ethical Conduct and CCR's Clean Company Policy, in line with the regulations defined by Novo Mercado. The code also establishes guidelines related to Human Rights and the Work Environment, underpinning our commitment to prohibit any form of violation of human rights, the requirement of cordiality in relationships, and the prohibition of possession of weapons, illicit drugs, or alcoholic beverages on our premises.

All employees, managers, and members of the supervisory board must complete, on the electronic compliance platform, a declaration of awareness and adherence to the Code of Ethical Conduct. Completion of the declaration is mandatory for newly hired employees and must be renewed annually.

In addition, we follow the Clean Company and Anti-Corruption and Bribery Policy, which contains the guidelines

and rules of conduct that must be observed by all managers, controllers, fiscal committee members, employees, and third parties acting on behalf of the CCR Group. Its purpose is to promote the fight against bribery and corruption in all our operations, both in our relationship with public administration and in private relationships, reinforcing our commitment to conduct business in compliance with applicable laws with ethics and integrity.

The Confidential Channel is one of the main tools for detecting irregularities and unethical acts in the CCR Group, being widely disseminated internally and externally, and part of continuous internal communication campaigns. **We have a zero tolerance principle for acts of retaliation, directly or indirectly by the leadership or any other person, against whistleblowers in good faith.** Thus, among the highly relevant policies for conducting business is the Management of Consequences and Non-Retaliation, which covers topics related to disciplinary measures applicable in the event of non-compliance with laws or with the company's policies and standards.

We also have a Positive Work Environment Standard, which guides our professional relationships to ensure a safe work environment that respects all aspects of diversity. The Diversity Booklet is an educational document meant to present the main concepts of diversity and inclusion, as well as important behaviors that promote a more inclusive culture, to all employees in educational and accessible format.



The Board of Directors monitors compliance with strategic actions, directing institutional efforts to advance the Human Rights, Diversity, and Inclusion agenda. The Executive Board deliberates on actions, resources, and investments, as foreseen in the budget, for programs and projects that consider the cross-cutting nature of the topic whether in actions by the various areas or in the identification of potential related risks, specificities, or opportunities in the business units.

The People and Management Department enforces CCR Group's Diversity and Inclusion Strategy, prioritizing actions aimed at employees (together with key areas) in an integrated and cross-cutting manner, stimulating the development of culture, synergy between projects, actions, and related activities.

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REMUNERATION POLICIES

GRI 2-14, 2-19, 2-21

CCR's Remuneration Policy for the Statutory Executive Board, Board of Directors, and Supervisory Board establishes that the remuneration of effective members of CCR's Board of Directors will be fully fixed, with no variable or additional pay for participating in advisory committees.

The remuneration of members of the Statutory Executive Board considers a base salary, variable pay, benefits, and funds to cover expenses in cases of transfer within the country. The fixed remuneration includes the base salary, established according to the position held by the professional, its representativeness, and the amounts consistent with the market.



ESG targets as part of **variable pay**

The variable pay is formed by two elements: the Profit-Sharing Program (PLR) and the Long-Term Bonus Program (PGLP). The PLR for base year 2022 will be calculated based on a pre-defined target salary multiple according to the Director's grade, and is made up of two portions: 60% linked to CCR Group's economic and financial indicators and 40% linked to the achievement of individual targets that stem from the company's strategic goals. The ESG targets correspond to 6% of the Statutory Executive Board's PLR for 2022 ([see more in ESG Governance](#)).

Our commitment to the Sustainability agenda was reinforced in the 11 ESG indicators that comprise the variable pay of the Executive Board and were cascaded to the entire company. All targets for senior management have standardized achievement rules and range from 0% to 120%. For base year 2022, the process of cascading and approving the targets, the dynamics of the follow-up meetings, and the rules for calculating results for base year 2021 remain valid. Payment of the PLR depends on reaching a minimum of 80% of CCR-Group's EBITDA target⁴.

⁴ The metrics and targets of the Economic-Financial Indicators defined by the Board of Directors are not disclosed because it is strategic company information and because the company does not disclose revenue projections and results to the market.

MARKET

benchmark **CCR**
ViaSul

Targets for the Executive Board are defined based on CCR's strategic goals and, in 2022, they are linked to EVA/ OPEX/Capital Employed, Contract Amendments, NPV of New Businesses, People Management, ESG, Reputation, internal NPS, and LTIF. These targets are cascaded to the entire leadership team, making it possible for all levels of the structure to commit to improving the company's results. The CEO's targets in 2022 were linked to the following topics: EVA, Contract Amendments, ESG, NPV of New Businesses, Reputation, and LTIF. The CFO's targets are linked to Capital Employed, NPV of New Businesses, Effective Rate of Income Tax and Social Contribution, ESG, and Investor Relations.

The PGLP, on the other hand, is a long-term variable pay program that aims to align the interests of management with the company's challenges for growth and business perpetuity, and acts as a tool for retaining strategic talent. Our PGLP, in place since 2020, is based on the concept of Total Shareholder Return (TSR), which is an indicator that measures the profitability of shares (CCRO3) and dividends over a certain period of time⁵.

O valor do PGLP outorgado aos participantes do proThe amount of the PGLP granted to program participants is directly related to a salary multiple, depending on the grade of the position held and the participant's position in the performance and potential matrix (9BOX) in the respective year. **The amount effectively granted may vary from 70% to 140% of the baseline amount. A maximum of one third of the number of eligible employees of the CCR Group will receive grants in that PGLP.**

The total amount of the PGLP granted to each of the directors is divided into two equal parts: the first is conditional upon the retention of the executive at CCR and adjusted according to the TSR for the period, and the second is conditional upon the achievement of the TSR target for the period and also adjusted according to this same indicator.

The total duration of each of the programs is eight years, with one third of the amount granted having a vesting period of three years; one third having a vesting period of four years; and the remaining one third having a vesting period of five years. After each vesting period, participants are entitled to redeem the corresponding amount, duly adjusted. In the sixth year, the full amount may be redeemed. In the final year of the program (8th year), redemption is mandatory.

The ratio of the total annual compensation of the organization's highest-paid individual to the median annual total compensation for all employees reduced in 2022 compared to 2020, from 127 times to 108 times, when the

highest total annual compensation in 2022 was R\$6.2 million and the median for all other employees was R\$57,800.

In 2020, the result of the economic-financial indicators was below the target, impacting the variable remuneration paid in 2021. In 2021, these indicators exceeded the target: (i) impacting the variable remuneration paid in April 2022; and (ii) resulting in the profit sharing (PLR) for base year 2022 of the company's highest paid employee being paid in advance, in November 2022.

Starting with this report, the following were used to calculate total compensation: annual base salary, vacation pay, thirteenth salary, and variable pay in the year except for extraordinary indemnity events.



⁵ The metrics and targets of the Economic-Financial Indicators defined by the Board of Directors are not disclosed because it is strategic company information and because the company does not disclose revenue projections and results to the market.

ETHICS AND COMPLIANCE

GRI 2-26, 2-27, 3-3, SASB SV-PS-510a.1, SASB IF-EN-510a.3

At CCR, we conduct our work with excellence and responsibility. **Ethical behavior is a non-negotiable value in our daily operations for everyone on our team and for those with whom we relate.** To this end, the company relies on the Vice Presidency of Governance, Risks, and Compliance, which is also responsible for ESG and for disseminating a culture of ethics, integrity, and compliance in all our decisions. Through the Compliance Program, the Compliance area works in the prevention, detection, and remediation of irregularities through eight pillars: senior management buy-in, autonomy and structure, third-party risk assessment, communication and training, confidential channel and disciplinary measures, internal controls and risks, policies and procedures, and ongoing monitoring. Through the Compliance Program, which is continuously being improved, it is possible to identify and address non-compliance that can result in risks for the company, employees, and stakeholders.

Every month, the Compliance area submits to the Executive Board and the Audit, Compliance, and Risk Committee, indicators and relevant topics related to risks of irregularities and unethical behavior. The company has well-defined and solid processes for evaluating and addressing the main points of concern, supported by the areas of Risks, Internal Controls, Governance, and Internal Audit. **_GRI 2-17_**



In August 2022, the Board of Directors approved the new wording of the **Clean Company and Anti-Corruption and Bribery Policy**

With support from senior management, we are constantly reinforcing the guidelines of our Compliance Program, which guides employees, shareholders, management, and third parties, of all levels, on the need to develop sustainable businesses in compliance with policies and internal standards and in compliance with the legislation of the countries where we operate. In 2022, 14,266 employees were trained through online training (96% of the target audience, hired by August 31, 2022) and 1,570 employees in face-to-face training (97% of the target audience, hired by August 2022). of Ethical Conduct, policies and procedures of the CCR Group. Regarding the governance bodies, the 11 members of the Board of Directors were trained in Compliance matters (100% of the effective members up to the moment of the training). Additionally, the 11 members of the Board



of Directors declare their acceptance of the Code of Ethical Conduct and the Clean Company Policy and the Fight against Corruption and Bribery (100%) and the 3 Audit Committee Members made the same declaration in January 2023. In addition, 15,488 members of the Board of Directors employees declared acceptance of the Code of Ethical Conduct (95% of the active, admitted until October 2022⁶). For employees who did not respond to the statements in a timely manner, the Compliance area is making efforts with the leaders so that the filling takes place in the 1st quarter of 2023. There were no employees who refused the Code. **_GRI 205-2_**

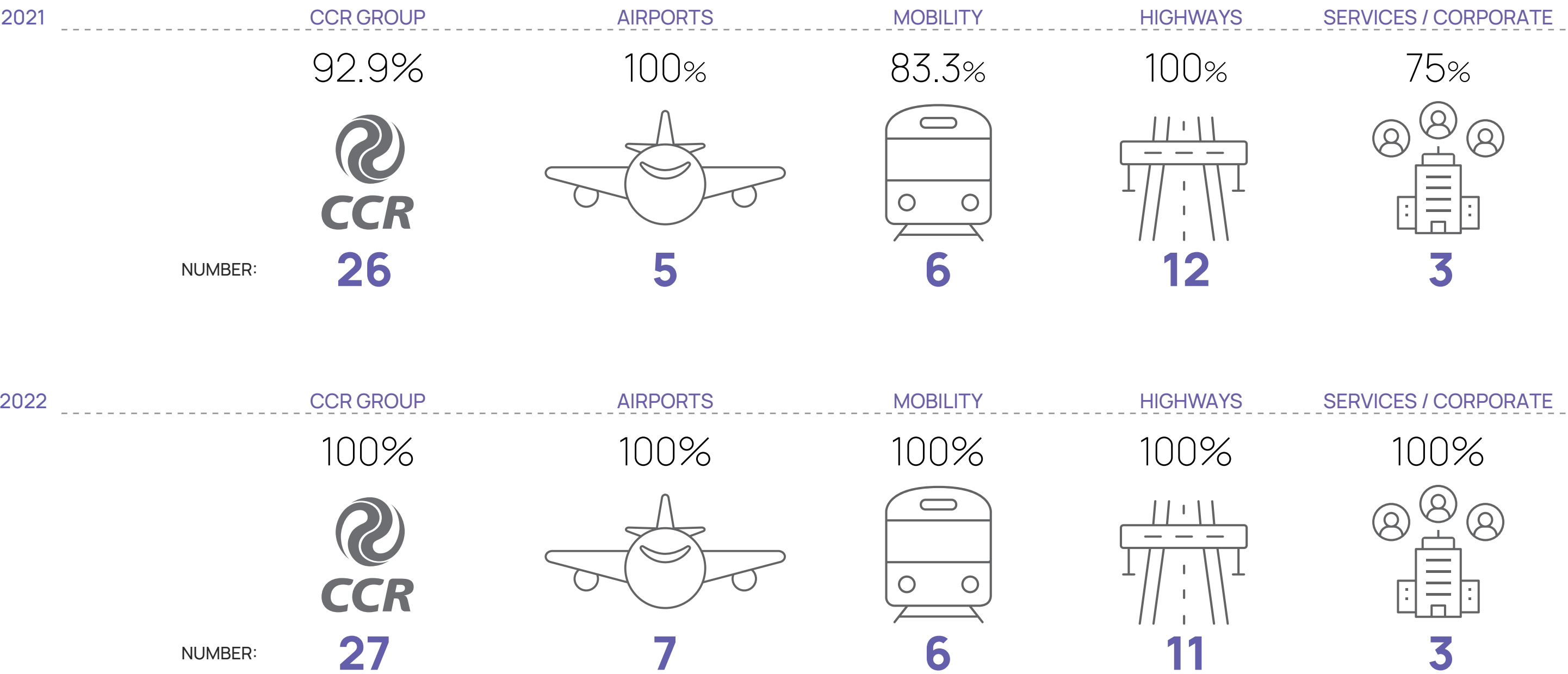
⁶ We consider the declarations made in 2021 and 2022, considering the 12-month validity period for acceptances.

----- 96%
of collaborators
trained in the
rules of the
Program of
Compliance

In 2022, we also implemented the Compliance Program in all national and international assets in which we have partners. The purpose was to extend to these assets the main guidelines and activities that have been consolidated in the group's business units to prevent, detect, and remediate risks of fraud, corruption, or bribery, as well as unethical actions that do not comply with the company's standards and the legislation in force. This process involves third-party risk assessments (due diligence), the implementation of a more transparent process for

donations and sponsorships, the development and approval of policies for interactions with public agents and conflicts of interest, the establishment of a Confidential Channel for receiving reports, and the creation of a training and communication plan focused on ethics and integrity issues, among other initiatives. In addition, in 2022 the company remained in good standing with the rules set forth in Law No. 12,846/13 (Anti-corruption Law), when no cases of corruption were recorded. **_ GRI 205-1, 205-3 _**

OPERATIONS EVALUATED FOR RISKS RELATED TO CORRUPTION **_GRI 205-1 _**



Highways (11): CCR AutoBAn; CCR RodoAnel; CCR SPVias, CCR ViaOeste; CCR RioSP, CCR MSVia, CCR ViaLagos, CCR ViaCosteira; CCR ViaSul; Renovias; ViaRio
Airports (7): CCR Aeroportos Bloco Sul, CCR Aeroportos Bloco Centro-Oeste; Pampulha; Curaçao; Aeris; BH Airport; Quiport
Mobility (6): CCR Barcas, CCR Metrô Bahia, CCR ViaMobilidade – Linhas 5 e 17, CCR ViaMobilidade – Linhas 8 e 9; ViaQuatro; VLT
Corporate Services (3): CCR S.A; GBS; SAMM

ROBUSTNESS AND CONSOLIDATION

As a result of an intense process to transform and consolidate the Compliance Program, CCR obtained international certification ISO 37001, the Global Standard for the Anti-Bribery Management System, for three companies in the group: Holding, CCR GBS (Global Business Service), and ViaMobilidade – Lines 8 and 9. Obtaining the ISO 37001 international certification reinforces the soundness of our Corporate Governance, as well as the risk management, processes, and internal controls created in recent years. The group also obtained the “Fomento Infra + Integrity Seal” awarded by the Ministry of Infrastructure, which certified the ViaCosteira and ViaSul units for good practices in transparency and integrity.



[Click here to learn more about our compliance program and other documents related to ethics and compliance](#)

CONFLICTS OF INTEREST

To help monitor potential conflicts of interest, our policies require the company’s management to declare any conflicts of interest, ownership interest or appointment to management positions in other companies, including suppliers or any third parties, kinship with other employees or civil servants, or positions held in public administration.

Under the terms set forth in our Policy on Transactions with Related Parties, anyone who has a conflict of interest related to a potential transaction must refrain from participating in any acts associated with the negotiation and approval of said transaction. Transactions involving Controlling Shareholders are the responsibility of the Board of Directors, whose meeting minutes are disclosed on the company’s and CVM’s websites within the regulatory schedule after the meeting is held. **_GRI 2-15_**



The achievement of ISO 37001 - Anti-Bribery Management System, reinforces our **commitment to ethics** and integrity in our relationship with our business partners

CONSOLIDATED policies

UNFAIR COMPETITION **_GRI 206-1_**

In 2022, by consolidating the processes implemented in the Compliance, Risks, and Governance areas, the CCR Group obtained the ISO 37001 certification, reinforcing the Group’s commitment to an ethical business environment. **The company values fairness in bidding processes and partnerships, following policies and standards in order to curb anti-competitive stances.** When the group analyzes partnerships, interactions, and bids, they undergo an internal approval process that involves technical, executive, and shareholder approvals.

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CONFIDENTIAL CHANNEL **_GRI 2-25, 3-3_**

To ensure that all topics related to ethics and compliance are addressed, we have in place CCR's Confidential Channel, the main tool of the Compliance Program to detect and deal with risk situations and violations of policies, procedures, other CCR guidelines, as well as compliance with the legislation in force. The channel is managed by a contractor, which receives the reports and handles the initial forwarding procedures, depending on those involved and the content, classifying the potential impact of the report, according to our Risk Matrix.

The Compliance area is responsible for handling and investigating all reports sent by the contractor, with the exception of those that are registered in the areas covered by the GRC VP, Managing Directors, and members of the BD. In these cases, the reports are sent and handled by the Coordinator of the Audit, Compliance, and Statutory Risk Committee (CAC).

The cases handled by the Compliance area, after carrying out a proper investigation, are submitted to the Commission of Studies and Application of Disciplinary Measures (CEAMD) for deliberation. This Commission is guided by its own internal regulations and applicable legislation and its purpose is to analyze and study the content of the reports registered in the Confidential Channel and to decide, on a case-by-case basis, on the application of measures to those involved.

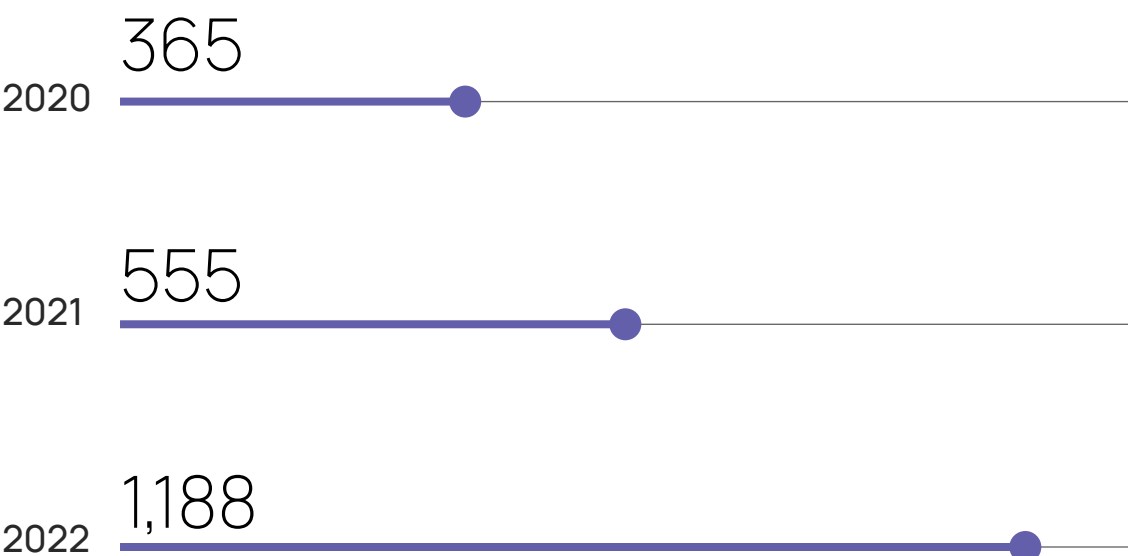
CEAMD is part of a set of procedures that ensures the prompt interruption of any irregularities or infractions detected and the timely remediation of the situations reported that come to the attention of the Confidential Channel.

In 2022, a total of 65 reports were filed by the Compliance area and deliberated by CEAMD, resulting in 266 disciplinary measures and consequences imposed. This total includes

cases of harassment, conflicts of interest, deviant behavior, fraud, robbery and theft, violation of laws, and violation of policies. The five reports related to discrimination were analyzed and measures were taken considering the complexity and severity of the case: two terminations without cause, a written reprimand with a reduction in the PLR, and two verbal warnings. **_GRI 2-16_**

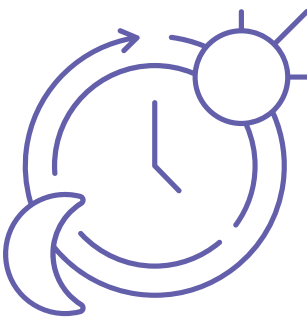


NUMBER OF CASES RECORDED IN THE CONFIDENTIAL CHANNEL **_GRI 406-1_**



Increase in the number of critical or high impact reports, from 29 to 93 (in 2022).

% OF REPORTS BY BUSINESS UNIT



The Confidential Channel is **available 24/7 and handles** all reports impartially, confidentially, and anonymously



[Click here to visit](#)

RISK MANAGEMENT _GRI 2-24, 2-25, 3-3_

The Board of Directors, with the support of the Advisory Committees, in addition to approving the Risk Management Policy, monitors the risks to which the company is exposed, approves the company's risk appetite level, and monitors compliance with the risk parameters established. These definitions take into account the economic, environmental, social, and human rights impacts related to contracting third parties and the operation of CCR Group's businesses, as well as decisions to increase the portfolio.

The Executive Board is ultimately responsible for CCR Group's risk management. The Executive Board sets out the guidelines based on the assumptions approved by the BD-CCR and ensures the resources that guarantee the proper functioning and effectiveness of risk management. It also promotes the integration of activities with CCR Group's planning and management cycles and defines and monitors action and mitigation plans to reduce exposure to risk.

We have within our organizational structure a Corporate Risk Management area that is part of the Governance, Risks, and Compliance Department, responsible for mapping, analyzing, and mitigating, together with the other areas and units, potentially adverse impacts. It also monitors full compliance with legal requirements, applicable international standards, and good market practices, as well as ethical commitments, including those pertaining to human rights.

The company continuously monitors the concession agreements and the fulfillment of its obligations, focusing on events that could lead to an economical-financial imbalance in agreements with the granting authorities. The company strongly manages regulatory assets and liabilities to mitigate possible financial impacts and create value for the concessions it manages.

COMMITMENT

We continuously seek to identify and manage threats and opportunities;

We ensure, through controls, that risks are identified and managed.

PROCESS IMPROVEMENTS

We develop activities and control mechanisms together with the various areas;

We support risk mitigation measures and action plans.

CONSULTATIVE ROLE

We play a consultative role to help risk owners identify, assess, treat, and monitor risks on an ongoing basis.



HOW WE OPERATE

DEVELOPMENT OF GUIDELINES

We develop and improve the methodologies, tools, systems, infrastructure, and governance necessary to support Risk Management and Internal Controls.

TRAINING AND ACCULTURATION

We have actions in place to acculturate the leadership for decision-making based on risks, and we work together with the risk owners to improve and manage the controls;

We promote the improvement and management of controls with risk owners.

MONITORING

We monitor and assess the relevant risk events and possible deviations from the established risk appetite.

The Corporate Risks area is responsible for managing the corporate risk management process, including its assessment, consolidation, and prioritization of action plans. It also performs an advisory role with risk owners, supporting them in identifying and treating risks and developing and providing the methodologies, tools, systems, infrastructure, and governance necessary to support the Risk Management process.

Impacts are assessed according to their financial, reputational, operational, regulatory, health and safety, and ESG dimensions. The evolution of topics related to risk management is monitored through reports and assessments conducted by the Audit, Compliance, and Risks Committee, which is governed by the Risk Management Policy.

The risk appetite is aligned with the values of the CCR Group, considers tolerance levels that the Company is willing to accept in decision-making, aiming to achieve the strategic objectives, and may vary according to the risk category (Strategic, Financial, Operational, Reputational and Regulatory). As an example: (i) for the Reputational and Regulatory categories, we do not tolerate decisions that may harm the Company's reputation or generate non-compliance with laws, regulations, and contractual responsibilities; (ii) for the financial category, the appetite is limited to that established in the Financial Policies and must be compatible with the financial capacity.

The Internal Controls area supports risk owners in preparing the necessary controls to mitigate the identified risks.

The Compliance team continuously monitors a series of internal processes to identify any non-compliance

with rules defined in policies and standards, as well as verifying opportunities for improvement. The Internal Audit area, which reports directly to the Statutory Audit, Compliance and Risks Committee, has the autonomy to independently audit the processes of the CCR Group as a whole, in light of the policies, rules and legislation in force and in accordance with the Audit Plan approved annually by the Company's Board of Directors.

To promote or collaborate with the repair of negative impacts, in all our businesses we carry out the monitoring of complaints received by the various service channels, in addition to the analysis and follow-up of the satisfaction survey and NPS survey. Whenever possible, we act in a preventive manner, preventing potential negative impacts from materializing. In addition, the teams also work to identify and monitor the most sensitive points that could have a negative impact on the image of the Company and our business. When it is not possible to act preventively, repairs are carried out in a personalized way to remedy the impact already caused and to put in place actions to prevent the occurrence of facts or situations similar to those that resulted in a negative impact for the organization.



Risk reporting routines and consolidated action plans





The CCR Group also publicly discloses, and to all partners at the time of risk analysis, its Codes of Ethical Conduct for Employees and Suppliers, with the intention of disseminating our guidelines with all stakeholders, making explicit its interest in only signing deals with partners in close agreement with the themes addressed there, such as maintaining a positive work environment, without discrimination or practices that violate human rights laws.

We periodically carry out third-party risk analyzes (due diligence) with all our suppliers and business partners to avoid any problems related to discrimination, child, or slave labor, as well as other issues related to human

rights, corruption, bribery, fraud or money laundry. This risk analysis is carried out based on information from public and paid sources, such as news, lawsuits, registration of disreputable companies, among others. By carrying out this analysis, we expanded our ability to identify which partners are or are not able to enter business with CCR, thus preserving transparent and honest relationships. To promote or collaborate with the repair of negative impacts, we work with the monitoring of complaints received by the various service channels, through analysis and follow-up of the satisfaction survey and NPS survey, and, whenever possible, we act in a preventive way to avoid that potential negative

impacts materialize. In addition, the team also works to identify and monitor the most sensitive points that could have a negative impact on the Company's image.

GRI 408-1, 409-1

To advance this process even further, **in 2021 we implemented the Enterprise Risk Management methodology in the business units and, in 2022, we consolidated risk reporting routines and action plans, continuously improving control procedures within CCR.** We improved the risk monitoring process by identifying and monitoring Key Risk Indicators through the Integrated Corporate Risk System (GRC Archer) related to the priority risks of the Corporate Risk Matrix.

For 2023, based on continuous KRI measurements, we will focus on risk reduction. Following the World Economic Forum, CCR highlighted two emerging risks related to Climate Change and Information Security, whose impacts and mitigation plans are described in the [annex](#).

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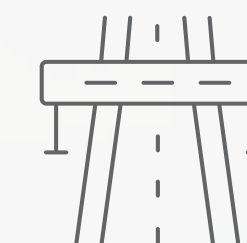
CUSTOMER SERVICE



For more information on our main risks and opportunities, [click here to view our reference form.](#)



AIRPORTS: for complaints or more critical situations, discussions are held with the main areas affected and working groups are set up involving stakeholders, if necessary. In 2022, one of the main complaints was related to data recording for general aviation tariffs. By identifying the growing number of complaints, we started to operate with a specific working group to understand and deal with the main points of concern in the current process. After that, an app was developed to improve the process and, before the app was launched, the main stakeholders were involved in the process to conduct tests and thus contribute to the development of the product.



HIGHWAYS: concessionaires are inspected by the Granting Power and have regulatory deadlines for remediating impacts. After receiving the customer's complaint, the Ombudsmen of the federal and state concessionaires analyze each of the grievances that generated a negative impact, directing them to the corresponding areas for acknowledgment and handling. After feedback from the areas, the Ombudsman analyzes, among other variables, whether the contractual obligations were met, such as inspection and services, as set out in each concession agreement. After this analysis, a response is sent to the customer. Quarterly and semi-annual reports are also issued to regulatory agencies (National Land Transport Agency - ANTT and São Paulo State Transport Agency - ARTESP).



MOBILITY: the Ombudsman's team participates in customer service training courses, focusing on the appropriate approach, including non-violent communication. All claims are recorded in the specific and auditable registration system. We also carry out semi-annual independent user satisfaction surveys and, when indices are below the levels set out in the agreement, we implement action plans with the responsible areas. In the event of operational failures that generate delays in a passenger's journey, we provide a statement of occurrence (on the website or by email).

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INFORMATION SECURITY

SASB SV-PS-230a.1, SASB SV-PS-230a.2, SASB SV-PS-230a.3

The risks related to data security in our Group's Corporate Risk Matrix are listed under the Information Security and LGPD (General Data Protection Law) sections. To control such risks, we adopt protection and control mechanisms through security updates, antivirus and antispam packages, web content filters, network segmentation, cryptography, firewalls, IPS, vulnerability scanners, hardening, security information and event management (SIEM), password vaulting, and segregation of duties matrix, among others. In addition to these, we carry out continuous intrusion testing and threat intelligence services.

Information Security and LGPD risks can result in different impacts for the company should they materialize. **Our policies related to the collection, use, and retention of customer information contain guidelines to establish protection of personal data, reinforce the importance of adopting best practices, and define the responsibilities and limits for employees, service providers, partners, and suppliers in protecting personal data. We also conduct awareness and training campaigns on information security and personal data protection.**

There is exclusive and mandatory Information Security content that addresses issues related to classification and control of information, information assets, personal data, access to incident information and management. This training is assigned to all employees, third parties and/or temporary workers who have access to our data network. Additionally, we use corporate communication channels to disseminate an Information Security culture to all stakeholders, such as: Yammer, our world channel, corporate email, bulletin boards, among others.

The Company has regular internal/external audits of policies, systems and procedures at a minimum frequency defined by the Board of Directors. External audits are performed annually in accordance with the financial statement publication calendar.

Failure to comply with the provisions contained in the Company's normative documents will subject managers and employees to appropriate disciplinary actions under the terms of the CCR Group's Consequences Management and Non-Retaliation Policy.

In 2022, there were no cases of data breaches involving customers' confidential business information or personally identifiable information.

SASB SV-PS-230a.3



[Click here to see
our Privacy Policy](#)

CLIMATE RISKS _GRI 201-2_

Moving forward with our climate change strategy, in 2022 we kicked off the Climate Risk Assessment project and proceeded with the developments to implement a climate adaptation strategy based on the analysis of Risks and Opportunities related to Climate Change in our operations. The main objective of this project was to analyze the physical risks upon the various assets of CCR's business divisions (Highways, Mobility, and Airports) and the transition risks that may affect CCR Group's businesses in the short and medium term.

To identify and assess the physical risks, climate scenarios from the most recent IPCC (Intergovernmental Panel on Climate Change) report were considered. The topic of climate change in CCR Group's Corporate Risk Matrix⁷ and in the Risk Dictionary comprises physical risks and transition risks based on their nature, as described in the TCFD (Task Force on Climate-Related Financial Disclosures). The risks mapped follow the same risk management approach applied to all CCR Group's Corporate Risks.

⁷ As described in the [Reference Form](#) (item 5.1).

Climate change risks can generate different impacts in the short, medium, and long term and their evolution is monitored through reports and assessments by the Statutory Audit, Compliance, and Risk Committee, whose work is guided by the [Risk Management Policy](#).

Costs of measures taken to manage risks and studies related to the financial implications of climate change risks intended to estimate and analyze the financial impacts, if applicable, will be further analyzed pursuant to recommendations of the TCFD.

RISKS AND opportunities



In 2022 we started the **Climate Risk Assessment** project



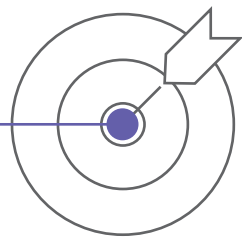
ESG Governance

GRI 2-17, 2-22, 2-23, 2-24

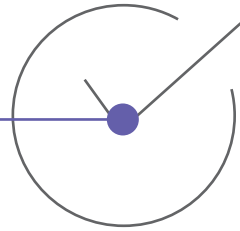
In 2021, we established a new ESG governance to strengthen our cross-cutting strategy for the entire company. Managed by the Vice Presidency of Governance, Risks, and Compliance, which is also responsible for ESG aspects, it is regularly on the agenda for Board meetings. With the approval of the ESG Master Plan in 2021, we established a more robust management approach that includes the 11 performance indicators defined based on our material topics.

In 2022, these indicators were included in the variable pay of executives and were cascaded to the company. We achieved nine of the targets proposed for the year and were close to reaching the two remaining targets. During the year, several initiatives, plans of action, and engagement with the areas and leaders were put in place to reach the presented outcome.

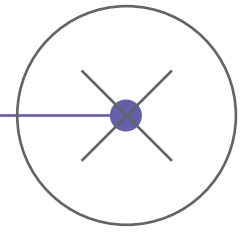
The Company remains engaged with its ESG Goals in 2023, and aiming at a more focused strategy, a review was carried out in relation to the 2022 cycle, maintaining consistency and commitment to the ESG theme, being part of the composition of the variable compensation of the executives and deployed in the Company. The monitoring of other topics also occurs through our Indicators Panel, available on the investor relations [website](#).



Goals



Accomplished



Unrealized

ENVIRONMENTAL

Reduction of scope 2 GHG emissions



Consumption of fuels from renewable sources



Waste reuse rate*



Forest restoration



* The TFCA and Waste Reuse targets underwent internal reformulation.

Targets for 2023

Increase photovoltaic capacity by **100%** by December 2023 in relation to the installed capacity of CCR's photovoltaic plants in 2022

SOCIAL

Employee Accident **Index** (TFCA)*



% of **new leadership** positions filled by women



Voluntary turnover



% **local** employees in operations



78% use of biofuel in the fleet of flex vehicles in 2023

Reuse **20%** of the RAP generated in 2023

People **benefited** by the projects



GOVERNANCE

Compliance Training **Program**



High-risk vendor and partner reviews (DDs)



60% middle and senior leadership positions filled by women in 2023

Reduce the risk of **100** strategic suppliers through their qualification in the Governance and Compliance Program

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A COMPANY ON THE MOVE

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Through these targets, we started a journey to transform all aspects of our the essence of our business, with leadership engagement, by considering social and environmental issues in decision making, consolidating intelligence data referring to ESG criteria with process automation, and defining governance and management models, People Committee, and ESG.

Recognition
In 2022, we were **recognized as one of the best ESG performers** by Sustainalytics, a consulting firm that ranks the sustainability of listed companies according to their performance in the areas of Environmental Protection, Social, and Governance

BEST IN ESG AWARD

We received the Best in ESG award in the “Transport and Logistics” category, recognized by EXAME magazine as a reference in sustainable development in Brazil. CCR’s ESG commitments include the reduction of greenhouse gas emissions, responsibility for land use, protection of biodiversity, and the use of energy from renewable sources aiming at the transition to a low-carbon economy.

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THE ESG TRAJECTORY WITHIN CCR

	2006...	...2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
GRI	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
ISEB3	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Pacto Global Rede Brasil				✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Índice Carbono Eficiente ICO2					✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Registro Público de Emissões					🏆	🏆	🏆	🏆	🏆	🏆	🏆	🏆	🏆	🏆	🏆
CDP					E	D	B	B	A-	A-	A	A	A	B	B
IR						✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
MSCI											BB	BB	BB	A	A
PAINEL ESG														✓	✓
SASB														✓	✓

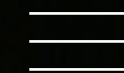
1ST ESG DAY

In an internal event promoted to discuss the company's ESG strategy with all employees and members of CCR's Board of Directors, the first edition of ESG Day was an opportunity for us to disclose good environmental, social, and governance practices in human mobility in place in all the company's businesses. The environmental agenda focused on climate change, preservation of the environment, and risks and opportunities for the transition towards a low-carbon economy. On the social panel, management of human and social capital was discussed, showing the importance of encouraging diversity and inclusion and executing projects focused on internal and external audiences. Finally, we pointed out the governance and compliance strategies to guarantee good risk management and fight against corruption and fraud within the company. ESG Day was held in São Paulo and was attended by more than 150 people in person and 1,260 via an online broadcast. **_GRI 2-29_**

VA COMPANY ON THE MOVE

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\ VALUE *creation*

GRI 3-3, 415-1, SASB IF-EN-160a.1.



We are a
human
**mobility
company**

We are a human mobility company. Whether through highways, airports, or urban mobility modes, we work so that our customers can move around safely and with quality. Our assets come from long-term concession agreements. **The concession sector related to infrastructure and transport in Brazil has a regulatory framework that has been tested for more than ten years, which conveys a high level of legal certainty for us to continue to invest.** Growth opportunities also lie in society's increasing demand for quality services.

Our management combines experience and extensive knowledge in the concession sector, with managerial training and a high degree of professionalism and commitment to our activities. **In 2021, our legal department was internally restructured to provide major gains in efficiency and improved its controls with the implementation of a new system for managing contracts, trademarks and patents, advisory and corporate documents, and powers of attorney, among others.**



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In addition, as part of this restructuring, the Legal Department incorporated the Government Relations area, which is responsible for monitoring the relationships between CCR professionals and the different players in the executive branch. **With this organizational change, the procedures related to these topics became more transparent and efficient, helping to avoid regulatory risks such as legal sanctions and financial or reputational losses.**

Advancing in the Netlex⁸ implementation process, which started in 2021, the Legal and Government Relations Department worked on a process to improve management activities in the regulatory and public policies environment. To this end, **the area has a specific Government Relations Team specializing in the performance and monitoring of public policies and regulation and management of technical and strategic dialogue with public agents**, providing an integrated view of the legitimate relationship with public authorities regarding the interests of the company.



We have a management that **combines experience** and knowledge in the sector

For this administration, we participate in important trade associations⁹ to contribute with other sector agents on agendas that contribute to the regulatory environment. In these trade associations, we participate in councils¹⁰, committees (acting as coordinators in ABDIB's Highways, Mobility, and Legal/Tax committees), and various technical groups.

In 2022, the Legal and Governmental Relations Department worked on projects to simplify the ownership structure of the **CCR Group's companies by adopting a horizontal corporate structure with the consolidation of the Highway and Urban Mobility assets within CCR S.A. and the creation of the Airport Platform, which centralizes airport assets into the subholding CPC (Companhia de Participações e Concessões)**, a company controlled by CCR S.A., with a view to long-term sustainable growth of the CCR Group.

⁸ System that assists in the management of contracts, trademarks, patents, advisory documents, corporate documents, and powers of attorney.

⁹ ANPTrihlos, in the mobility sector; ABCR, in the highways sector; ABR,

¹⁰ ABDIB, ABCR, ABR, MoveInfra, ANPTrihlos .

INFRASTRUCTURE TRANSFORMATION IN BRAZIL

In 2022, the CCR Group joined forces with other companies in the sector to create MoveInfra, an initiative that will promote quality debates on the country's economic, social, and environmental development.

MoveInfra is a movement that invests in infrastructure to promote the country's development and connects highways, railways, airports, port terminals, cargo logistics and people seeking a common goal: to lead the transformation of infrastructure in Brazil.



We strengthen initiatives that **express improvements** in the regulatory scope

In addition, CCR strengthens initiatives to improve the regulatory environment. **Two important examples are the following: the active participation, through a representative association, in ANTT's new proposal to create a single regulation for highway concessions; and obtaining the Fomento Infra+Integridade Seal, sponsored by the Ministry of Infrastructure,** where our voluntary participation demonstrates the importance the company places on matters related to legal certainty and integrity. **GRI 2-29**

To ensure engagement with the company's priority topics, the Government Relations area holds weekly alignment meetings with the business units. The purpose of these meetings is to go over the main events of the week that impact a specific area, align work demands, and obtain inputs for technical and strategic actions.

In the same vein, **we also have in place an Advocacy Committee, which produces knowledge and advises on priority and strategic demands that impact communication, relations with public authorities, legal certainty, and compliance.** Finally, we also initiated a process to manage the priority topics of the business divisions (Mobility, Highways, and Airports) through an integrated risk management platform in the Archer system. The purpose of this system is to define topics of relevance to the company and measure their severity in order to generate indicators and deploy strategic actions to mitigate the risks identified.

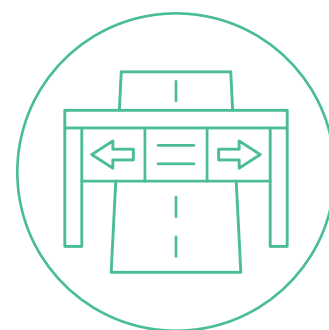


Business model

People are the heart of our business model. **We are a company centered on human mobility with the ambition of leading our sector, providing a great customer experience, and transforming the lives of people in the regions where we operate.**

We conduct our activities in different types of transportation modes: highways, airports, subways, trains, ferries, and VLT (Light Rail Transit). In Brazil and abroad, the business units – CCR Rodovias, CCR Mobilidade, CCR Aeroportos, and CCR GBS (Global Business Services) – are responsible for the maintenance and operation of their network, a focused management model that allows for the search for new opportunities in line with the business profile.

In recent years, **we have made efforts to consolidate our ESG strategy by reviewing our governance processes to create an environment with even more transparency and traceability of decisions; a sustainability agenda focused on reducing carbon emissions in our activities; cleaner alternatives for all processes; improved health and safety indices of employees and customers; and development of the regions where we operate, seeking to create shared value.**



Activities in **different types** of transportation modes: highways, airports, subways, trains, ferries, and VLT (Light Rail Transit)



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Business model



ESG

The strategy is managed by the ESG Master Plan, which ensures the governance of this topic in a cross-cutting way, connected to the processes and measured and reported through the ESG Indicators and Targets.

Net Zero Ambition
commitment assumed
with the Global Compact



- The following can be highlighted:
- Creation of the **GG&ESG Committee**
 - Submission of **SBTi Targets** (awaiting approval)
 - **ESG Targets** linked to the Managing Directors' variable pay and cascaded to all eligible employees
 - Prioritization of the **Sustainable Development Goals (SDGs)**

CUSTOMERS



We work to offer the best services, achieving and maintaining a high level of quality deliverables for our customers.

637 million+ passengers
per year in mobility

33 million+ passengers
per year at airports

1.1 billion+ vehicles per year
on the highways

Satisfaction metrics (for the 3 modes):
4.16 points (out of a total of 5 points)

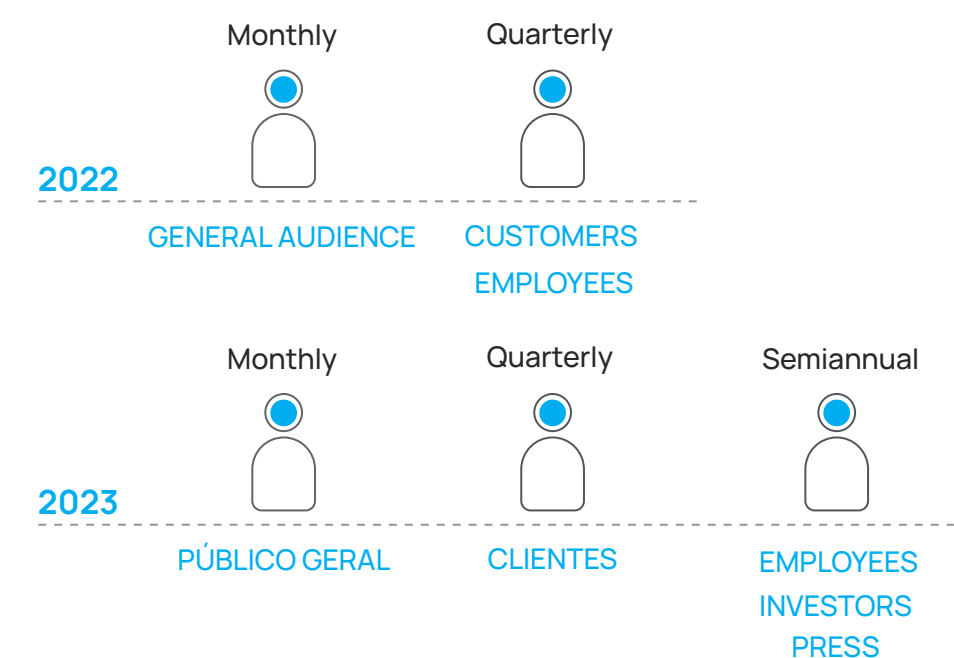
Safety: ongoing work focused on preventive and corrective maintenance and awareness campaigns

REPUTATION



Our challenge is to set CCR on a consistent path toward the balanced growth of its reputation. This path is built in the short, medium, and long term and is monitored by our strategic audiences. The results guide the action plans and annual targets of all units and areas for continuous improvement of our services.

MONITORING OF STRATEGIC AUDIENCES



- **Reputation** is how people perceive the company
- It arises from the **relationship** between the audience and the company
- It is the **expression** of this audience's perceptions
- Reputation does not belong to the **company**
- It is **consolidated** over time

EMPLOYEES



Focus on caring for the health and development of almost 17,000 employees.

- **Improving** the attraction and selection process for the hiring of more than 5,000 employees throughout 2022
- Safety **improvements** with the implementation of the Eu vejo, eu protejo (I see, I Protect) program (2,004 preventive alerts)
- **25,000** people assisted at the Primary Care Center (NAP - *Núcleo de Atenção Primária*)
- **Adoption** of flex offices (hybrid work model)
- **203+** new topics for online and in-person training
- **19.9** average hours of training per year per employee

84% trust
index on GPTW



CCR AMBITION

A leader in human mobility infrastructure, providing a delightful customer experience, transforming the lives of people in the regions where it operates, and delivering sustainable returns for shareholders.

EBITDA of
BRL 12.7 billion
in 2022

SHAREHOLDERS

Our team is in direct contact with our shareholders every quarter.

- An average of **100 monthly meetings** with shareholders and potential shareholders are held in order to keep the market continuously updated
- **R\$2.7-billion** investment in 2022
- **R\$768MM** in dividends distributed in 2022 (8.6% payout)

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FINANCIAL AND MANUFACTURED CAPITAL

In 2022, the net financial result was negative by R\$3,107,173 thousand, compared to a negative result of R\$1,762,760 thousand in 2021. The 76.3% increase is mainly due to the gross debt balance of 8, 5% higher between the periods due to funding carried out with the acquisition of new businesses throughout the year 2021. The net income attributed to the parent company's shareholders reached R\$ 4,133,088 thousand, presenting an increase of 494.1% in relation to the year 2021.

In the year, investments totaled R\$ 2,719,056 thousand. The concessionaires that most invested were ViaMobilidade – Lines 8 and 9, ViaSul, RioSP and ViaOeste, representing, respectively, 29.4%, 16.8%, 13.4% and 7.8% of the total for the fiscal year.

GRI 3-3, 201-1

Added value	2020	2021	2022
Direct economic value generated	9,796.916	12,089.686	18,625.072
Revenues	9,796.916	12,089.686	18,625.072
Distributed economic value	8,703.421	11,093.277	17,439.752
Operational costs	3,998.370	3,845.644	5,419.115
Employee wages and benefits	1,330.576	1,551.049	1,976.356
Payments to Capital Providers	1,876.193	3,530.568	5,456.856
Payment to governments	1,452.912	2,000.803	3,922.014
Distribution of profits and dividends	45,370	165,213	665,411
Retained economic value	1,093.495	996,409	1,185.320

Notes: Indicator partially reported. The detailed operating cost is available in the Group's Financial Statements, available at: <http://ri.ccr.com.br/divulgacao-e-resultados/central-deresultados/>

Featured in the Institutional Investors ranking

Three members of CCR's executive team were recognized as being among the best professionals of the year in the Transportation Midcap sector and were ranked in the Latin American Executive Team of Institutional Investor, the main independent global survey of evaluation and perception of executives, programs, and IR professionals in the market



consolidation

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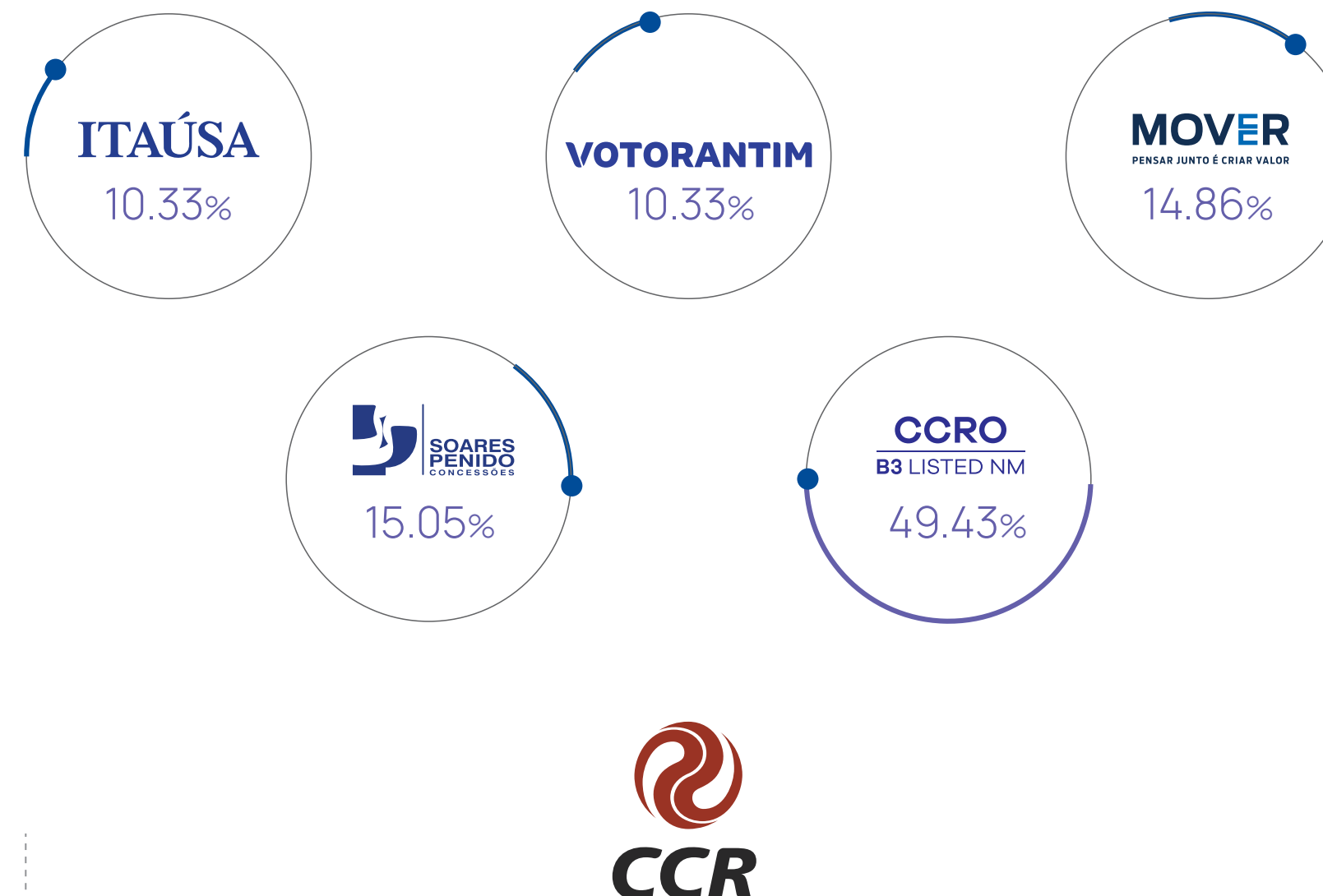
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OWNERSHIP STRUCTURE



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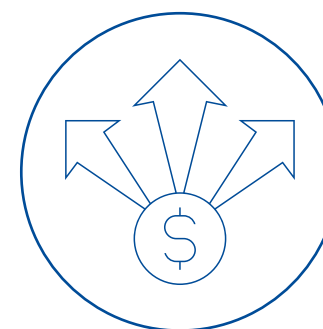
OWNERSHIP STRUCTURE

CCR was the first company in the infrastructure services sector to go public on B3's Novo Mercado, with 49.43% of its common shares traded. In addition to B3, the company integrates the following indices: ISE, ICO2, IGC, IBrX-100, and MSCI Latin America.

On September 12, 2022, we underwent a change in the structure of our block ownership. Itaúsa S.A. and Votorantim S.A. acquired all the shares held by Andrade Gutierrez Participações S.A., as well as the incorporation of 5.80% of free shares held by Votorantim. As a result of this acquisition, the new ownership block now has the following composition:



[Click here to learn more about our shareholders](#)



In 2022, **investments** (including financial assets and maintenance) **totaled**

BRL 2,719,056
thousand



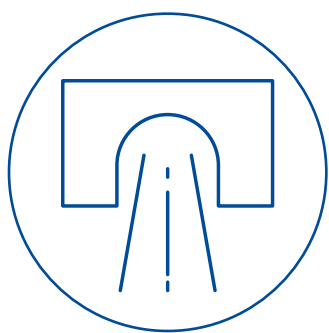
CCR

RODOVIAS

2022 brought about important structural changes to the highway mode with the merging of the CCR InfraSP Division and the CCR LamVias Division into a single business unit, CCR Rodovias—a structural adjustment that resulted in greater autonomy and speed in decision-making and allowed the beginning of a new cycle of transformations, with more efficiency in the execution of investment plans.

In addition, 2022 recorded continued growth in vehicle traffic, in line with Brazil's prospects for economic growth. In the case of passenger cars, the increase is mainly due to the end of social distancing measures and the return of face-to-face activities.

Commercial vehicle traffic maintained a growth trend compared with 2021, with the exception of MSVia, which in same period of the previous year showed atypical growth due to the flow of commercial vehicles resulting from the corn crop failure in the south of Brazil.



CCR manages
3,615 km
of highways in
the country



OUR HIGHWAY OPERATIONS

Companies

Share

CCR RioSP	100%	626 kilometers of the BR-116 Highway (via Dutra), between the cities of São Paulo and Seropédica (km 214.7) – junction with BR-465 and BR-101 (Rio-Santos).
CCR ViaLagos	100%	Main connection between Rio de Janeiro and the Lagos Region, 57 km in length.
CCR AutoBAn	100%	Anhanguera-Bandeirantes system, with a total length of 319.8 km
CCR ViaOeste	100%	Castello-Raposo System, totaling 169.25 km of highways.
CCR SPVias	100%	516 km of highways that connect 26 adjacent municipalities.
CCR RodoAnel	99.6%	West section of the Mário Covas Beltway, with 29.3 km.
CCR MSVia	100%	845.4 km in length, it crosses the state of Mato Grosso do Sul, passing through 21 cities.
CCR ViaSul	100%	473.4 km of four road sections in Rio Grande do Sul.
CCR ViaCosteira	100%	220.4 km of BR-101 in Santa Catarina.
ViaRio	66.6%	13 km in length, developed to shorten the distance between Brasil Avenue and Barra da Tijuca (RJ).
Renovias	40%	345.6 km in length, connecting the city of Campinas to Circuito das Águas and the south of the state of Minas Gerais.

Note: For updated information, consult the investor relations website. <https://ri.ccr.com.br/>

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R\$13.5 billion investment over a 30-year concession period

		OPERATION
	Net revenue ¹ (BRL million)	Adjusted EBITDA (R\$ million)
2021	6,692.6	4,575.2
2022	12,129.2	9,207.9

¹ Does not consider revenue from construction



CCR RIOSP OPERATION

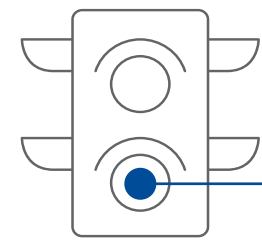
In March 2022, we signed an agreement with the federal government for the concession of 625.8 km of Dutra/ Rio-Santos (BR-116/101/RJ/SP), a highway system that connects the two largest metropolitan regions in the country (Rio de Janeiro and São Paulo) and through which 50% of Brazil's Gross Domestic Product (GDP) is transported. A total of R\$ 13.5 billion will be invested over a 30-year concession period.

With the investments foreseen in the notice of concession, the Presidente Dutra Highway will become the most technologically advanced highway in Brazil. Road work will be done on BR-101 Highway to provide better traffic flow, such as the widening of 80 km (50 miles) and 33 km (20 miles) of additional lanes along the highway, as well as the construction of hundreds of operational structures to support drivers.

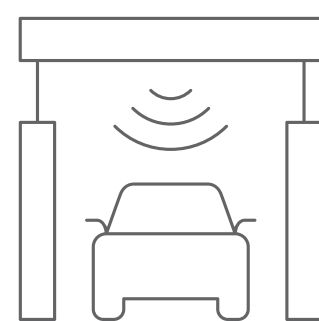
The project features innovations such as free flow fares between the cities of São Paulo and Arujá for users who choose to migrate from the local to the express lane and frequent user discounts. The highways will be one hundred percent monitored by cameras and will have an automatic incident detection system. The agreement also includes intelligent lighting for 100% of the BR-116 Highway, thus increasing the safety of customers traveling on the highway. In addition, the contract includes a zero carbon program, with the neutralization of 90 tons of CO₂ over 30 years.



The operation of CCR RioSP combines innovation and sustainability



Free flow is a free-pass toll system without collection plazas and payment according to the number of kilometers driven. The system operates in two ways: one by reading a tag previously installed on the windshield; the other by reading the license plate of the vehicles



AMONG THE WORKS THAT WILL BRING MORE SAFETY AND COMFORT TO CUSTOMERS ARE:

569 km
of additional lanes
(3rd and/or 4th lane)

128
pedestrian
walkways

144 km
of side roads

4 rest
areas for
truck drivers

16-km
widening of the **Serra
das Araras** stretch with
4 downhill and
4 uphill lanes

On the
BR-101
Highway,
80 km
will be widened,
33 km
will receive additional
lanes, and
100%
will have lighting





Commitment
to the customer



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RAINFALL CHALLENGE

Right at the beginning of our operations in Dutra/Rio-Santos, the highway was affected by blocks due to the heavy rainfall in the month of April in the region, which caused mudslides, road collapses, and rock and tree falls along the highway.

To mitigate the inconvenience caused to customers and residents in the region, we worked diligently to restore and free up traffic on BR-101 (Rio-Santos) during the rainy season. To do this, more than 300 people were mobilized, including road conservation and maintenance teams, engineers, and geotechnicians, as well as 150 machines operating day and night to remove the debris.

GRI 201-2

PAYMENT OF TOLLS USING A CONTACTLESS CARD

CCR innovates to deliver the best experiences for all customers in different modes. As a result, in 2022, customers can use their debit and credit cards to make contactless payments at all toll plazas.

Automation with NFC (Near Field Communications) technology made toll payment faster, easier, and safer. In addition to physical cards, you can use cell phones, watches, smart wristbands, and other devices that make use of contactless payment. This initiative earned the CCR Group a place among the top 10 in IT Media's "The 100 Most Innovative in the Use of IT" award for 2022, which ranked the 100 companies that best use technology to execute projects.

RODOVIAS+BRASIL AWARDS

The CCR Group won two Rodovias+Brasil awards from the Ministry of Infrastructure. CCR RioSP was awarded in the Relevant Intervention category for the services provided in recovering the highway by restoring and freeing up traffic on BR-101 (Rio-Santos) during the rainy season in April, which caused mudslides, road collapses, and rock and tree falls along the highway.

CCR ViaSul received the Sustainability Initiative award for its Solar Power Plants for Energy Generation project. The construction of photovoltaic plants is part of the innovation program promoted by the CCR Group for the use of renewable, natural, and clean energy, transforming sunlight into electricity. Thus, we have a minimal impact on the environment, emitting less CO₂, while offering our customers the best services with excellence through the production of alternative energies.

CCR mobilized more than

300 people,

including road conservation and maintenance teams, engineers, and geotechnicians, as well as

150 machines

operating day and night to remove the debris

SELO FOMENTO

INFRA+
INTEGRIDADE

FOMENTO INFRA+ INTEGRIDADE SEAL

In 2022, CCR ViaSul and CCR ViaCosteira, concessionaires of the CCR Group, won the Fomento Infra+ Integridade Seal from the Ministry of Infrastructure, which awarded companies in the road transport infrastructure sector for having developed good practices in governance, integrity, ethics, transparency, social responsibility, and sustainability.

ARTESP CONCESSIONAIRE OF THE YEAR AWARD

CCR SPVias won the 7th edition (base year 2021) of the Concessionaire of the Year Award from the Transport Agency of the State of São Paulo. Concessionaire CCR AutoBAn placed second, and CCR ViaOeste placed fourth. The award considers seven indicators in the work developed by the concessionaires throughout the year, namely: Relationship with Society, Efficiency of Operational Services, Highway Improvements, Highway Safety, User Choice, Innovation, and Sustainability.

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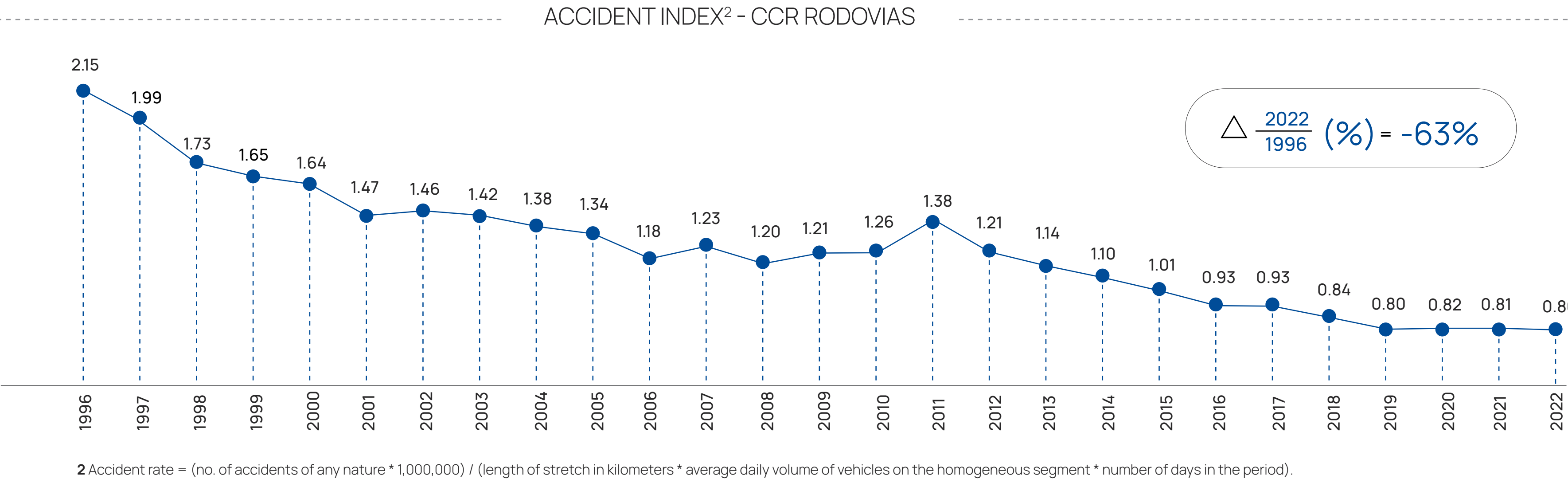
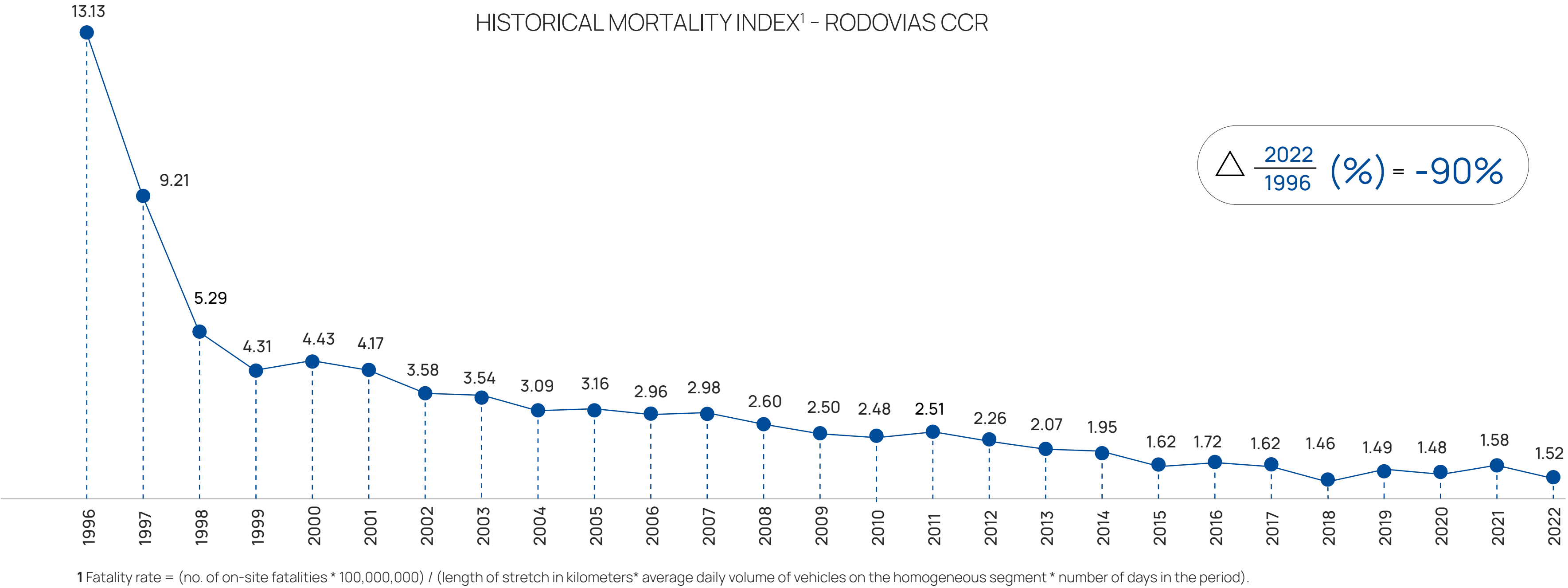
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ROAD SAFETY

CCR Rodovias ended 2022 with 1.3 million assistance services provided to highway customers, equivalent to 3,700 assistance services/day. Compared with the initial numbers for each of CCR's highway concessions, there was a 90% reduction in the fatality rate, which is equivalent to 375,000 accidents avoided and more than 30,000 lives saved.





CCR

MOBILIDADE

In 2022, the mobility assets recorded progressive **growth in passenger volume due to the increasing resumption of in-person activities and the end of social distancing measures**. However, at the start of the commercial operation, we had several challenges on CPTM lines 8 and 9 in São Paulo.

Since January 2022, ViaMobilidade has been responsible for the operation, maintenance, conservation, and improvement of Lines 8-Diamante (Diamond) and 9-Esmeralda (Emerald). The concession agreement provides for an investment of R\$4.2 billion (in the first three years) for the acquisition of 36 new trains, as well as renovations in stations and the construction of new power substations in order to ensure a steady operation and increase the system's passenger accessibility.

In the very beginning of operations, the two lines presented several failures that impacted the quality of services offered to customers. To remedy the difficulties, we advanced several investments to recover the track infrastructure, renew the train fleet, renovate stations, implement new yards and crossings, and improve the level of service.

In April 2022, we delivered a very important subway station: ViaQuatro's Vila Sônia - Line Four Yellow. This was an important milestone, representing the delivery of all the stations foreseen in the Concession Agreement.

As for the VLT Carioca (Light Rail Transit), another highlight is the start of construction of the TIG - Terminal Intermodal Gentileza and the extension of the LRT line to this terminal, which together with the completion of the BRT Transbrasil, will benefit approximately 90,000 passengers per day.



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LINE 8 – DIAMANTE



22

Number of
stations

41.7 km

System length

Connects

Júlio Prestes a Amador
Bueno stations

Average of
500,000
passengers per day

LINE 9 – ESMERALDA



128

pedestrian
walkways

18

Number of
stations

32.5 km

System length

Connects

the south side of the
city of São Paulo to
the city of Osasco

Average of
600,000
passengers per day

Note: Considers the extension of Line 8 between Júlio Prestes and Amador Bueno stations and Line 9 between Osasco and Mendes Vila Natal stations.

More recently, the National Economic and Social Development Bank (BNDES) approved the financing of R\$4.6 billion for ViaMobilidade - Lines 8 and 9 of the Sistema de Trens Metropolitanos de São Paulo S.A. Of this total, R\$2.5 billion will be released in the form of sustainable infrastructure debentures, with certification by the BNDES itself, since the funds will be invested in low-carbon transportation. This is the largest issue of green infrastructure bonds in the Brazilian capital market to date.

This improvement will lead to an increase in the average speed of the trains and a reduction in the interval between trains. An increase in capacity of 25% is estimated for Line 8 and 67% for Line 9, taking into account the busiest stretch of the lines and the peak hours.



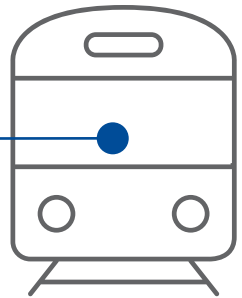
OUR MOBILITY OPERATIONS



Companies	Share	
CCR Barcas	100%	Water transportation company in the state of Rio de Janeiro. Six lines with 16 vessels and an average of 40,000 passengers per day.
CCR Metrô Bahia	100%	A milestone in the CCR Group's entry into the Northeast region, this concession is a Public-Private Partnership (PPP) with the government of the state of Bahia. It will consist of two lines, with a total length of 42 kilometers and 23 stations.
VLT Carioca	93.8%	Light Rail Transit (VLT) in the city of Rio de Janeiro. Three lines and 29 stops/stations in operation. Transports around 80,000 users per day.
ViaMobilidade – Lines 5 and 17	83.3%	Responsible for operation and maintenance of subway Line-5 and monorail Line 17-Ouro (Gold) in São Paulo. A 20-year concession that will include 25 stations: 17 on Line 5-Lilás (Lilac) and 8 on monorail Line 17-Ouro (Gold), totaling 27.8 kilometers of track.
ViaMobilidade – Lines 8 and 9	80%	Responsible for operation and maintenance of lines 8-Diamante (Diamond) and 9-Esmeralda (Emerald) of São Paulo's metropolitan trains. Line 8-Diamante has 22 stations, connecting Júlio Prestes to Amador Bueno. Line 9-Esmeralda has 20 stations and connects stations Bruno Covas-Mendes-Vila Natal to Osasco.
ViaQuatro	75%	Operates the São Paulo Metro Line 4-Amarela (Yellow), the first Public-Private Partnership contract signed in the country. It has 11 stations and is 12.8 kilometers in length.

Note: For updated information, consult the investor relations website. <https://ri.ccr.com.br/>

In 2022, an average of
2,300,000
passengers were
transported across all
operations per day



MOBILITY

	Net revenue ¹ (BRL million)	Adjusted EBITDA (R\$ million)
2021	3,261.3	1,851.7
2022	3,544.4	1,872.3

¹ Does not consider construction revenue

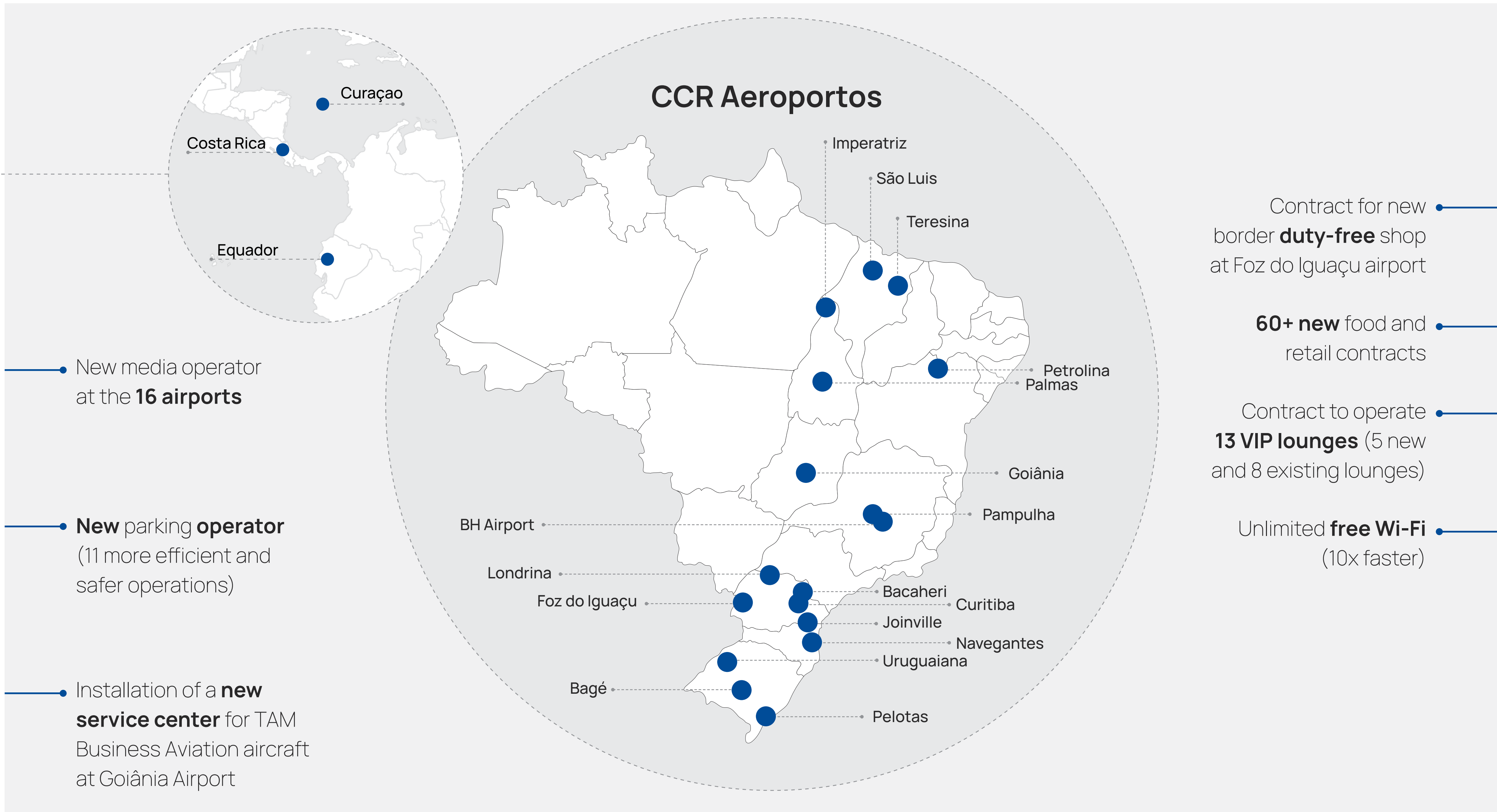


Between March and May 2022, we simultaneously took over the operation of the 16 airports of the concessions awarded in the 6th round of privatizations in 2021. The process involved hiring, onboarding, and preparing the professionals responsible for implementing the transition plan, which was designed for the company to take over all these new operations at the same time in several places in Brazil—a major logistical and managerial challenge that was successfully completed.

Throughout the year, we also moved ahead with the **first renovations of the terminals**, investing in infrastructure improvements to ensure safety and offer accessibility to passengers, making sure they are comfortable and have the best possible passenger experience.

- Approximately 1,000 commercial contracts subrogated from Infraero
- Contract for new border duty-free shop at Foz do Iguaçu airport
- New parking operator (11 more efficient and safer operations)
- Completion of construction work at TECA Pac Log in Navegantes
- 77+ new food and retail contracts
- NavegantesContract to operate 13 VIP lounges (5 new lounges and 8 renewals)
- New airport media operator at the 16 airports
- Unlimited free Wi-Fi (10x faster)
- New operator of cell phone towers at the 16 airports (DAS)

Installation of a new service center for TAM Business Aviation aircraft at Goiânia Airport



OUR AIRPORT OPERATIONS

In operations, as the pandemic and social distancing measures subsided, the number of movements (MTA) and passenger volume was 155% higher than in the previous year. Nevertheless, the lingering effects of the COVID-19 pandemic remain noticeable in the industry, particularly at BH Airport (down 15% from 2019), Quiport (down 14% from 2019), and Aeris (down 8% from 2019).

Conversely, **Curacao continues to be a positive highlight, up 1% compared with the pre-pandemic period.** Driven by the summer period (high season in Europe), there was an increase in aircraft occupancy rates, and flight frequency grew to levels that exceeded 2019.

In **2022** we took over the operation of **16 new airports**

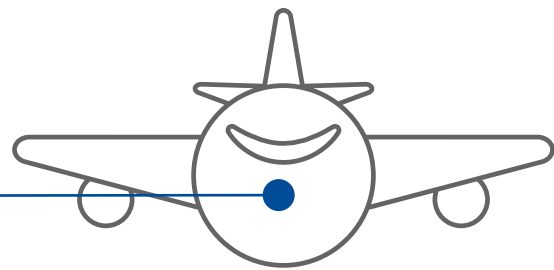
Companies	Share	2022 Data
South Block	100%	Consists of nine airports located in Brazil's southern region, which together have a passenger throughput of more than 7.5 million a year.
Central Block	100%	Consists of six airports with a traffic volume of more than 5.4 million people a year.
Pampulha	100%	Located within the capital city of the state of Minas Gerais, it is a terminal for business aviation, general aviation, and charter flights.
BH Airport	38.3%	Responsible for managing the Belo Horizonte International Airport in Confins, which handles 9.5 million passengers a year.
Aeris	97.1%	Gateway to Costa Rica and key to the country's development, it serves 4.9 million passengers a year.
Curaçao	79.8%	It is strategic for transporting goods and supplying fuel to the Caribbean and Latin America. More than 1.6 million passengers use this airport every year.
Quiport	46.5%	Located 25 kilometers from the capital city of Ecuador, 4.4 million people use this airport every year.

Note: For updated information, consult the investor relations website. <https://ri.ccr.com.br/>



In 2022, a total of **33.135 million passengers were transported at our airports¹¹**

¹¹ Full year: international airports and BH Airport; since March: Round 6 (Central and South Blocks); and since May: Pampulha.



AIRPORTS¹²

Net revenue¹³ (BRL million)

Adjusted EBITDA (R\$ million)

2021

1,186.4

12,129.2

2022

1,851.7

1,155.3

¹² Considers Total Airport Services (TAS).

¹³ Does not consider revenue from construction.

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CIDADE DE HANGARES

In 2022, CCR Aeroportos presented a new project to the market: **Cidade de Hangares (Hangar City)**, an innovative initiative that provides opportunities for business aviation at the main airports managed by the company.

More than 370,000 sqm will be commercially available for various types of business: private hangars; aircraft maintenance company hangars; airline MRO; air taxi and aircraft sharing; flight training schools; and general aviation passenger terminals, among others.

The goal is to offer a differentiated and exclusive infrastructure to meet the demand of general and business aviation in the country, which has full synergy with each of these airports. In each location, Cidade de Hangares offers the infrastructure to provide safety, comfort, and convenience to customers and the entire business chain in business aviation.



Differentiated and exclusive infrastructure to meet the demand of general aviation and executive aviation





The Global Business Service (GBS) integrates the company's Information Technology teams, including Automation and Payment Methods, Procurement and Warehouses, and Shared Services Center (SSC). **Until June 2022, the area was also responsible for engineering services (projects, investments, and maintenance), when the team was distributed to each of the modes that CCR operates.**

Also in 2022, the GBS leadership was strengthened with the arrival of the new technology director and the new SSC director. The challenge of this new group is to improve and integrate the GBS processes, capturing gains in scale and efficiency and ensuring corporate security in managing operational risks, always in line with the company's business.

CCR GBS TRANSFORMATION JOURNEY

2020

GBS was created in October 2020 from the merger of four companies / service entities that worked independently to support the group's operations: CCR Engelog (highway engineering), CCR Actua (shared services center), CCR Engelog Tec (technology), and the centralized Procurement area. The 1st step was the definition of the GBS's Reason for Existing followed by the planning of the new organization.

2021

In 2021, after approval of the new structure, these entities were formally unified into a single GBS organization chart.. This new organization helped the teams to work in an integrated way, creating conditions for the development of a new organizational culture that is more efficient and more focused on the success of the company's business. Also in 2021, CCR was awarded new important concessions in each of the modes where it operates, and the GBS played a key role in rapidly mobilizing teams, organizing work processes, and ensuring that the systems were available for the start-up of these new operations during the first quarter of the following year.

2022

With the start of the new concessions in 2022, the three modes in which the company operates gained sufficient complexity and scale to justify (in June of the same year) the distribution of the Engineering area under GBS management to each of the businesses (Highways, Mobility, and Airports). This movement gave rise to the current configuration of GBS.

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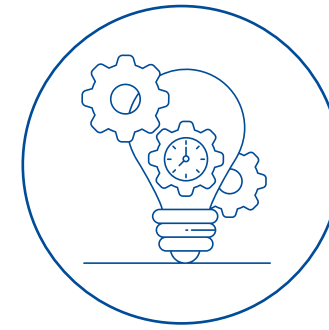
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INNOVATION

As one of the largest infrastructure and mobility concession companies in Latin America, innovation is key for improving our processes, for mitigating potential impacts caused by our operations, and to ensure the quality of services for our customers.

Thus, as part of our growth strategy, the company has a managing director responsible for the topic, and we work to ensure that innovation is considered across the board at CCR, ever-present in our culture and in the way we develop our business. In order to boost the processes and culture of sustainable innovation within CCR, the Board chose to invest in a management structure based on methodologies, processes, governance, and tools that help create an organizational environment that fosters the development of new solutions, facilitating decision-making, prioritization, and especially the alignment of initiatives with the company's strategy.

The implementation of this structure includes having control of the innovation portfolio to ensure organizational balance and reach, reinforcing proportional investments in sustaining innovations, growth, and exploration of new horizons in search of short-, medium-, and long-term results. Besides the search for proportionality, innovation management is also strongly focused on mitigating the risks inherent in investing in innovative initiatives by using a validation and testing methodology (stage-gates).



Innovation is treated transversally at CCR



Our innovation ecosystem is complemented by the Innovation Lab, a channel for originating and experimenting with new ideas that create solutions and products based on the company's needs and opportunities with a focus on data science and digitalization. The lab is self-sufficient in resources, using incentives, investments in partnerships, and lines of funding.

As part of this work, several of the group's initiatives have already been recognized by the Innovation Ecosystem. In 2022 alone, we were among IT Mídia magazine's 100 most innovative companies and we received the 3rd InovaInfra Award - O Empreiteiro magazine - Highways category (open innovation), the ARTESP Award - Innovation category (the first year we won in this category), and the Top 3 Open Corps award for corporations that innovate with startups.

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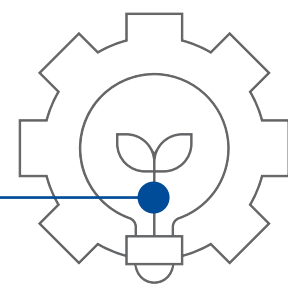
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PRACTICALITY, INNOVATION, AND SUSTAINABILITY

Renewable energy

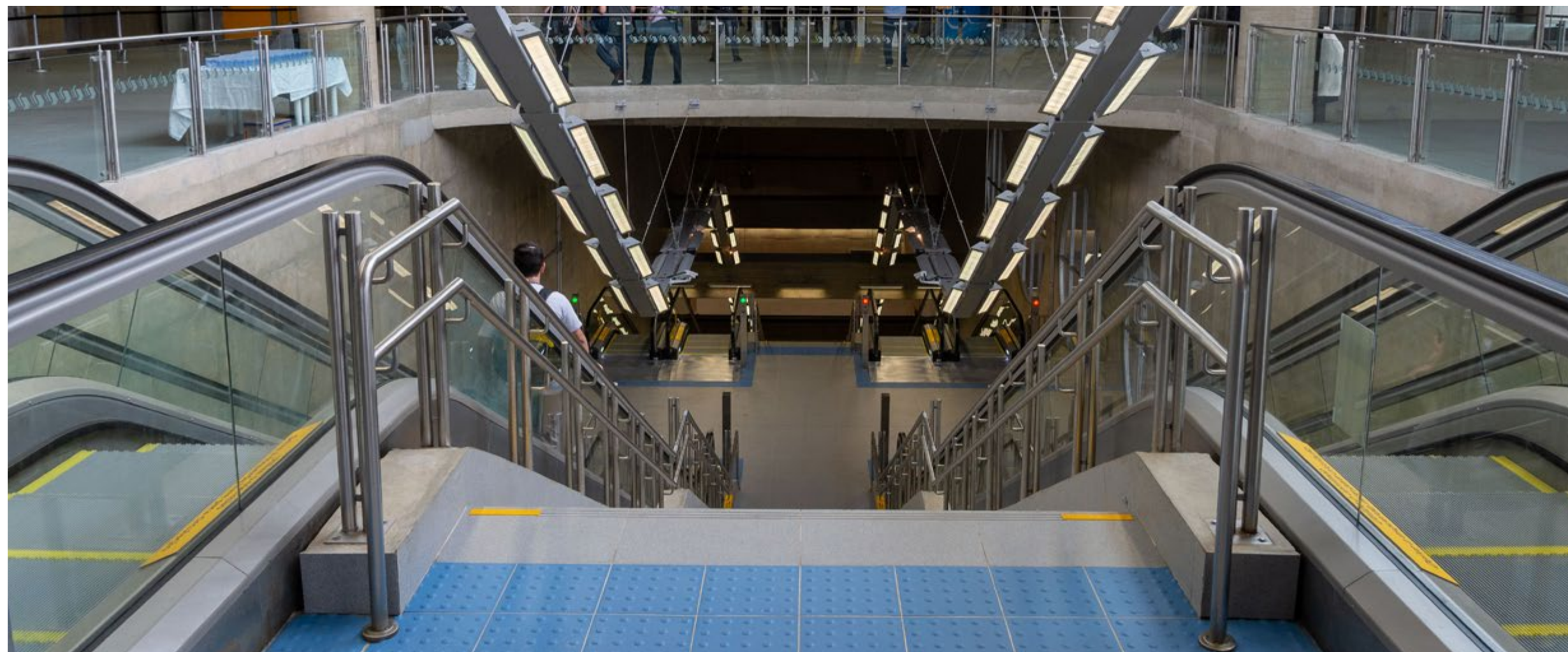
CCR Via Sul received recognition for its photovoltaic power plant construction project to meet its lighting needs. This initiative is part of the innovation program promoted by the CCR Group to use renewable, natural, and clean energy, thus generating less impact on the environment.

CHATBOT

A computer program that simulates a conversation with a human being. Between June 2021 and February 2023, the units of CCR Rodovias received a total of 735,000 consultations (CCR AutoBAn, CCR ViaOeste, CCR RodoAnel, CCR ViaCosteira, CCR ViaSul, CCR RioSP). Today, 5% of the consultations are handled by the robot, and the remaining 15% are emergency calls, which are transferred for human assistance. The Chatbot has proven to be an excellent support tool to relieve the toll-free line (0800) on days with relevant events on the highway. In 2023, it will be extended to SPVias - MSVia and Renovias.

SMART SUBWAY

In 2022, we implemented ticket sales via WhatsApp, as well as signage for car capacity. The initiative, which is already consolidated in the São Paulo subways, provides comfort, safety, and transparency for customers and helps people plan their trip by showing the waiting time for the next train, the direction of the platform, and the status of the lines in real time. At Via Quatro, in São Paulo, we also conduct permanent online monitoring of the track, which allows for data-driven maintenance scheduling, thus improving the customer experience with more assertive actions and efficiency.



OPEN INNOVATION PROGRAM

Designed to attract solutions from the startup and entrepreneurship ecosystem from all regions of Brazil, CCR's Open Innovation program invests in solutions that can potentially change mobility in Brazil by proposing challenges focused on improving the sustainability of the sector, such as reusing the waste generated in our processes and improving fuel consumption in vehicles, among others. In 2022, we opened registrations for three other editions, this time focusing on waste management, energy efficiency, and fuel economy.

In the waste management challenge, the interested startups had to present solutions for better reuse of the waste generated in the road work performed by the group's highway concessionaires. The challenge for energy efficiency was to present solutions to reduce and have more control over energy consumption in the Yellow Line 4 subway stations in equipment such as escalators, elevators, and air conditioners. As for the fuel economy challenge, the startups needed to come up with solutions to reduce the fuel consumed by the fleets of the group's highway concessionaires. All the initiatives have been tested since December 2022.

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INTELLECTUAL, SOCIAL, AND RELATIONSHIP CAPITAL

EMPLOYEES _GRI 2-7_

Being a human mobility company also means caring for the health and development of each one of our almost 17,000 direct employees geographically distributed throughout the country and the more than 35,000 outsourced professionals who help keep CCR on the move.

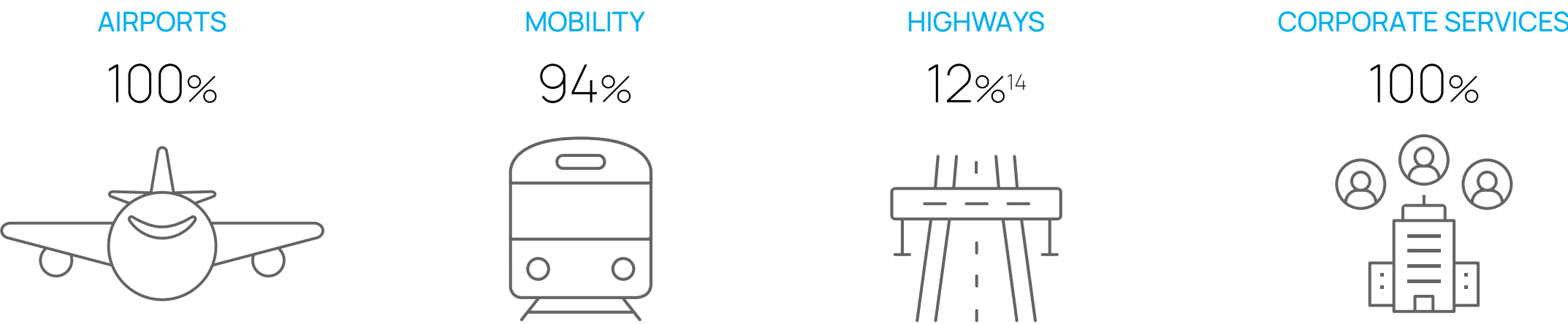
Our people management focuses on creating an environment of open and positive communication while fostering the growth and training of our talent. To this end, in 2021 we created the People and Management Department, which reports directly to the CEO and concentrates all the initiatives and projects related to diversity, management, attraction and selection, people development, corporate education, compensation and benefits, business partners, union relations, and occupational health and safety.

PROFILE OF OUR EMPLOYEES _GRI 2-7_

	CCR GROUP	
	♂	♀
Employment category		
Governance bodies	9	5
Directors	55	18
Coordinators	201	111
Managers	156	82
Supervisors	443	146
Administrative	831	633
Operational	8,383	4,894
Interns	60	82
Apprentices	122	250

	CCR GROUP	
	♂	♀
Type of contract		
Permanent	10,063	5,866
Temporary	197	355
Full time	9,995	5,834
Part time	265	387
Total	10,260	6,221
Age group		
Under 30	2,819	2,484
Between 30 and 50	6,418	3,380
Over 50	1,023	357
Region		
North	0	0
Northeast	969	417
Centro-oeste	434	332
Southeast	8,365	4,773
South	492	699

COLLECTIVE BARGAINING AGREEMENTS _GRI 2-30_



¹⁴ For employees who are not covered by collective bargaining agreements, the organization maintains all the working conditions and terms of employment provided for in the most recent collective bargaining agreement until a new agreement is agreed upon between the parties, in addition to its own norms and guidelines applicable to all the employees in the group.

Note: The considered companies are: CCR ViaLagos, CCR RodoNorte, CCR AutoBAn, CRR RioSP, CCR NovaDutra, CCR ViaOeste, CCR MSVia, CCR RodoAnel, CCR SPVias, CCR ViaSul, CCR ViaCosteira, CCR Barcas, VLT, CCR Metrô Bahia, ViaQuatro, ViaMobilidade, ViaMobilidade Lines – 8 and 9, BH Airport, Division Bloco Central, Division Bloco Sul, Pampulha, Four Trilhos, GBS and CCR S.A.

Maintaining proximity and synergy between the areas is part of the CCR way of working. To ensure this scenario and the benefits of the home office model, CCR introduced the Flex Office, a hybrid work model that combines remote work and office visits a few times a week so that employees can interact with other areas for meetings and projects that require closer proximity.

In 2022, among the main results of our people-centered management, we celebrated the achievement of the Great Place to Work® Brazil certification as a company of reference in employee management practices and good work environment, with a trust index of 84%.

The certification further increases our responsibility to continue putting people at the heart of our strategy. Our engagement journey also included a pulse survey to promote active and continuous listening in order to take actions to improve the work environment, with the participation of almost 70% of our employees nationwide and a favorability rating of 8.3.

EMPLOYEE ENGAGEMENT _SASB SV-PS-330a.3_

CCR GROUP

	2020	2021	2022	2022 (GPTW)
Participation rate in the organizational climate survey	82% ¹	-	67.1% ²	52% ³
Satisfaction rate in the organizational climate and engagement survey	80%	-	8.3%	84% ³

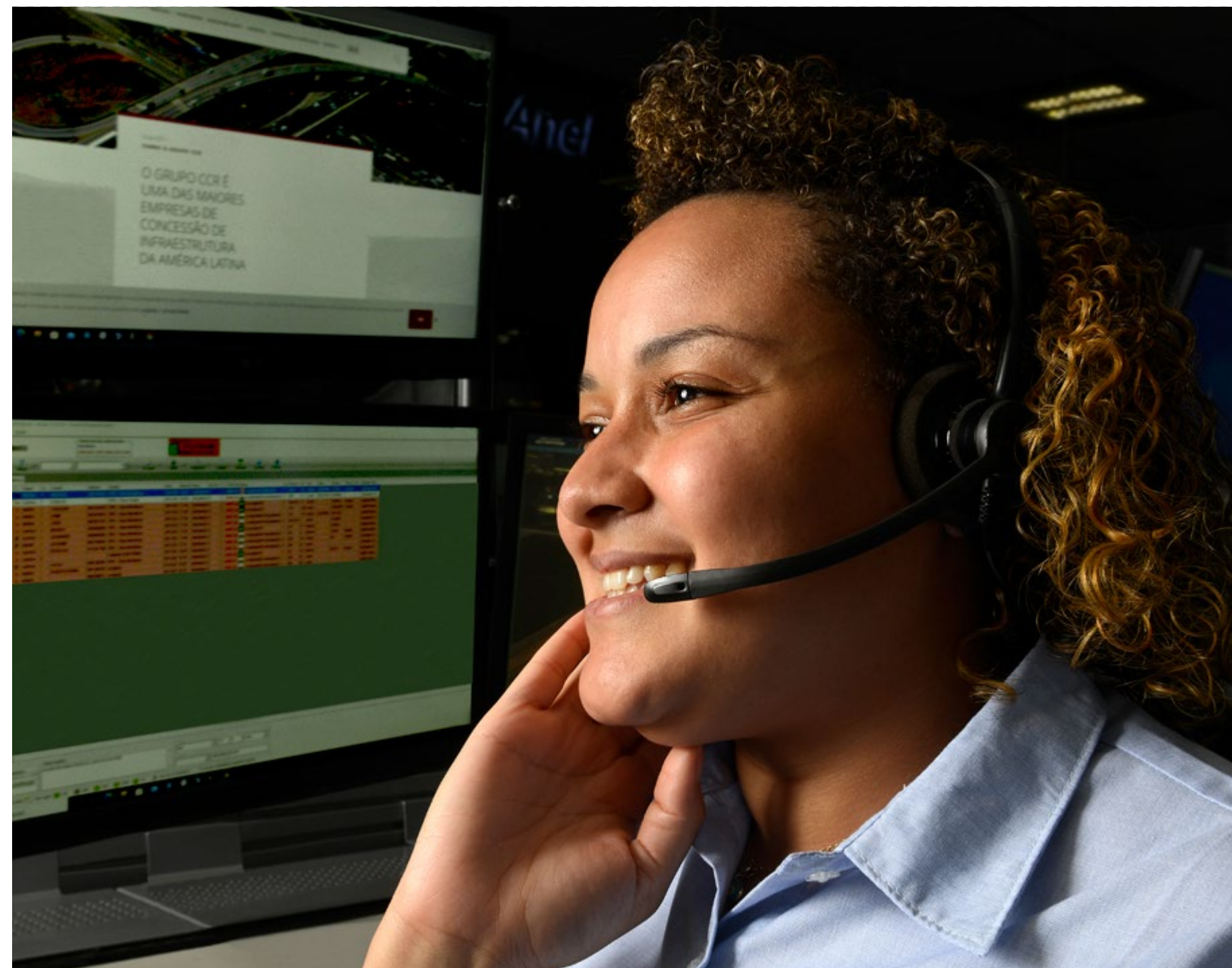
2020: Engagement survey carried out with KornFerry for the entire CCR;

2021: Pulse Survey carried out with Pulses, pilot for the CCR, GBS and Metrô Bahia units (status: December 6, 2021).

¹ Traditional Model Survey (1 questionnaire - time frame 15 days).

² Pulse Survey Continuous Listening Methodology (8 cycles - time frame 2 months)

³ GPTW Methodology Survey (1,000 employees selected by GPTW from various areas/businesses).



CCR Connection

Aiming at the continuous improvement of our management, in 2022 we held the **first edition of CCR Connection** with the participation of approximately **300 leaders**

The event, which featured **interactions, lectures, chats and discussion** panels on the **culture** and **practice of the CCR Group's values**, was aimed at **engaging leaders** in strategic topics, **aligning practices** and enhancing results in all of the **Company's** operations

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TALENT ATTRACTION AND MANAGEMENT

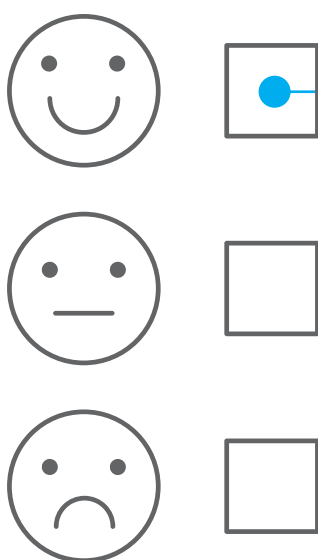
GRI 3-3, 401-1, 404-1, 404-3, SASB SV-PS-330a.2

A good work environment is created by people who feel respected and valued. Thus, our People and Management Department has been improving the company's talent attraction and retention processes, especially because of the need to hire people due to the new concessions awarded in 2021.

Throughout 2022, more than 5,000 employees were hired for the highway, mobility, and airport modes; shared service centers; and corporate, for the areas of operations, customer service, engineering, technology, and administration.

For the operation of the 16 new airports, which began in April, we hired and trained more than 500 people in the first three months. It should be noted that 94% of the employees who work in operations were hired from locations close to the operations, and 48% of the leadership positions were filled by women.

o this end, the attraction and selection team committed to delivering a shortlist of 50% women for the final interviews. The area also conducted several communication actions in the various modes to attract and select more women for the operational and leadership positions.



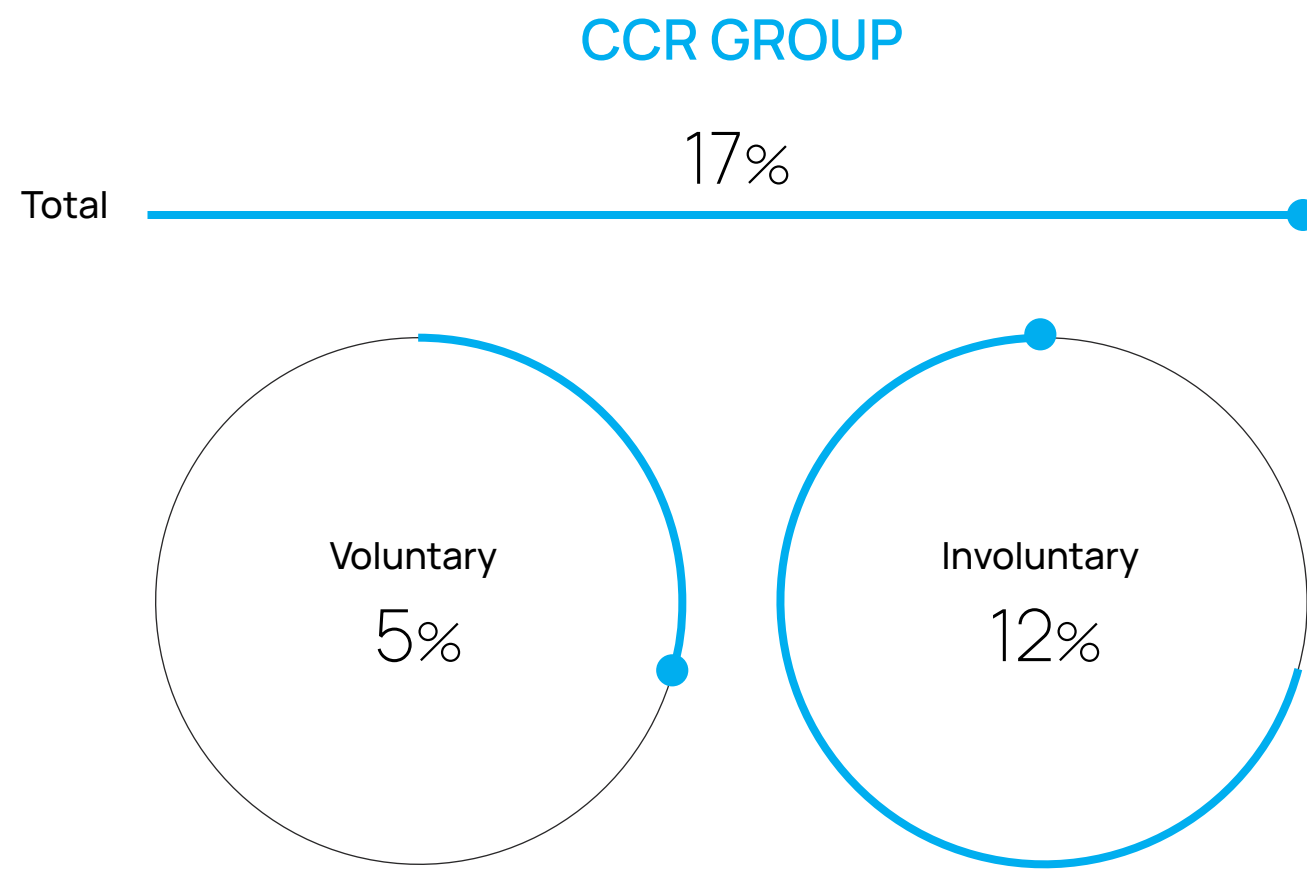
Overall satisfaction with our selection process reached **90%** regarding the candidate's experience. The **retention of employees** with up to one year with the company is **95%**

We opened the first edition of our corporate internship program, where 80 young people were hired for our operations throughout the country, mostly women (51%) and Black and brown (43%). The program consisted of a two-week onboarding period for immersion in the CCR culture and business. The interns were then assigned to their respective areas where they participated in a comprehensive development program, ending with the submission of a project for CCR.

Another successful initiative was the second edition of the Primeira Jornada (First Journey) Program, in partnership with the Bold Institute and the CCR Institute, which invested in training 130 people with financial constraints and contributed to the employability of seven students, who stood out in their courses and were hired to work in companies of the CCR Group. The participants attend four training rounds that fostered personal and professional growth, entrepreneurship, and social empowerment and contributed to their employability. More than 66% of the participants are women and 53% self-identify as Black, with family incomes between one and two minimum wages.

A pilot project for people with disabilities is also being developed at AutoBA and ViaMobilidade Line 5. In this first phase, the process will be analyzed and the leaders and backoffice teams will be trained to hire people to work in our operations at the end.

TURNOVER RATE **_SASB SV-PS-330a.2_**



NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER **_GRI 401-1_**

CCR GROUP					
Number of employees on Dec. 31, 2002		Hired	Terminated	Turnover on Dec. 31, 2022	
				No.	%
Gender					
Women	6,221	2,659	1,790	7,090	14.0%
Men	10,260	2,680	2,126	10,814	5.4%
Employment category					
Governance bodies	14	11	12	13	-7.1%
Directors	73	2	5	70	-4.1%
Coordinators	312	34	15	331	6.1%
Managers	238	21	12	247	3.8%
Supervisors	589	57	51	595	1.0%
Administrative	1,464	438	104	1,798	22.8%
Operacionais	13,277	4,317	3,381	14,213	7.0%
Interns	142	130	49	223	57.0%
Apprentices	372	329	287	414	11.3%
Age group					
Under 30	5,303	2,441	1,606	6,138	15.7%
Between 30 and 50	9,798	2,596	2,023	10,371	5.8%
Over 50	1,380	302	287	1,395	1.1%
Region					
North	0	0	0	0	0.0%
Northeast	1,386	266	223	1,429	3.1%
Midwest	766	214	192	788	2.9%
Southeast	13,138	4,004	2,880	14,262	8.6%
South	1191	855	621	1,425	19.6%

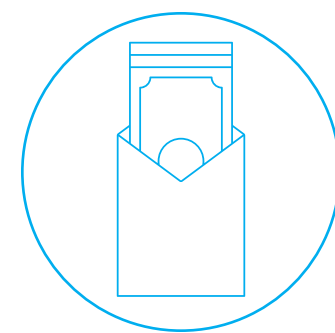
LIGA SEM FRONTEIRAS

One of CCR's values is to play a leading role in creating opportunities. To this end, we encourage the diversity of ideas and initiatives that promote transformations. In 2022, male and female interns created an initiative called Liga Sem Fronteiras (League Without Borders), formed by 13 interns from the Corporate Center and the Highway, Mobility, and Airport business units to contribute to attracting young talents to the CCR Group by contacting universities.

In addition to developing partnerships with universities by holding lectures, workshops, and career panels together with the People and Management team, the project will promote the professional growth of the interns through the activities performed, frequent mentoring, and technical visits to various sectors of CCR.

REMUNERATION _GRI 2-20_

The company's remuneration policies are prepared by the Executive Board, discussed by the People and ESG Committee (CG&ESG), and approved by CCR's Board of Directors. The purpose of these policies is to ensure that our remuneration practice complies with the country's laws, rules, and regulations on this matter. A remuneration evaluation process is conducted periodically with the support of specialized consultants to verify competitiveness against market practices.



Competitive remuneration
in **line** with market practices



TRAINING AND DEVELOPMENT

GRI 3-3, 404-1, 404-2, 404-3

In a post-pandemic year, the corporate education area had significant advances in the structuring of and approaches to learning methodologies (distance learning) and in engagement with training programs.

We increased our production of online and in-person content, with approximately 203 new topics,

resulting in an approximation to the companies' day-to-day reality and reflecting on the methodology applied of each of the courses to the reality of the business, with an adaptation of the course load and high attractiveness due to gamification formats, for example.

PERCENTAGE OF EMPLOYEES WHO RECEIVED REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS IN 2022 **_GRI 404-3_**

CCR GROUP			
	Number of employees ¹	Received performance review ^{2, 3, 4, 5}	%
Gender			
Men	10,260	8,702	85%
Women	6,221	4,859	78%
Employment category			
Governance bodies ⁶	14	11	100%
Directors	73	75	103%
Coordinators	312	224	72%
Managers	238	211	89%
Supervisors	589	515	87%
Administrative	1,464	942	64%
Operational	13,277	11,583	87%
Interns	142	-	-
Apprentices	372	-	-

¹ Based on GRI 2-7.

² The reported number of total employees is taken from the December base and the number of evaluations is based on the employees who received the evaluation at the beginning of the year. 103%.

³ The numbers refer to an Assessment of Attitudes and Values broken down into behaviors.

⁴ We consider employees dismissed during the year 2022, we do not consider the companies ViaRio and Renovias.

⁵ The following did not participate in the Evaluation process: VLT and BHAirport companies, employees hired in 2022, unionized, on leave, with suspended or intermittent contracts, and the categories of apprentices, interns, self-employed consultants and board members.

⁶ The assessment of the governance body is carried out on a collegiate basis (together, by body) as provided for in article 18, paragraph 1, item I of the Novo Mercado Regulations and is not applicable to the Audit Committee, given that this is an independent supervisory body and therefore does not fit an evaluation. Therefore, for the Governance Body category, it is only applicable to the Board of Directors (11 members), therefore 100% and not 79%.

⁷ The numbers reported in the RAI 2021 are lower, as performance assessments were carried out only for employees in the Analysis and Management group.



In 2022, we invested approximately **BRL 9 million** in training and development actions

Furthermore, **through the CCR Academy, we invested in training employees on strategic topics for the company.** The academy plans its development and training actions based on the premises established in CCR's strategic planning, on the identification of the units' needs, and on the employee skills matrix. Based on these topics, the annual operational, tactical, and strategic training plan is defined for all our units.

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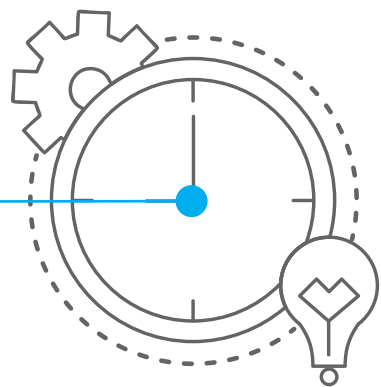
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AVERAGE HOURS OF TRAINING PER YEAR PER EMPLOYEE¹ **_GRI 404-1_**

CCR GROUP

	2020	2021	2022
Gender			
Men	13.0	20.1	17.5
Women	10.5	16.5	21.6
Employment category			
Directors	15.7	24.4	24.3
Managers	15.2	27.9	33.2
Coordinators	17.2	24.8	43.4
Supervisors	12.3	17.6	48.0
Administrative	11.9	18.7	24.2
Operational	13.2	13.9	35.2
Apprentices	13.0	18.8	16.0
Interns	8.82	9.5	21.4

¹ The numbers consider hours of training applied throughout the year 2022, therefore, they may contain hours of training for employees who were dismissed by Dec/22.



We are always seeking the best market practices for anti-corruption actions. In 2022, we launched two new training programs for the operational and administrative areas aimed at renewing knowledge and guiding employees in ethics, transparency, and internal rules. **We also made heavy investments in safety training with a program based on 10 golden rules: permission to work, dangerous energies, working at height, confined spaces, authorization, use of PPE, safe positioning, protection systems, cell phones, and accident reporting.** We have also recently launched a series consisting of eight courses related to Risk Management and Controls, including general concepts and the importance of business management for the organization. We also started training sessions to guide employees in ethics, transparency, and internal rules. To disseminate a culture of ethics and integrity in the CCR Group, as well as the guidelines of the Compliance program, we have 42 Compliance Ambassadors distributed in all our units. It is a heterogeneous group that helps identify risks, improve controls, and implement best practices in our operations.

With regard to leadership training, for the second consecutive year, the CCR Academy has invested in the development of our leaders to prepare them to meet the strategic challenges of the organization. In 2022, we revitalized the training program to include all levels of leadership (vice presidents, directors, superintendents, executive managers, managers, coordinators, supervisors, and leaders), giving continuity to the program called Jeito CCR de Liderar (CCR's Management Approach). **The program is composed of six main topics:**

- 1 The Role of the Leader in the Strategy Context
- 2 People Management
- 3 Management Model
- 4 Culture
- 5 High-performance Teams
- 6 Career and Succession



In 2022, we intensified training and launched two online modules

Diversity Challenge Modules 1 and 2

Diversity is also a very important topic for the organization. In 2022, we intensified training and launched two online modules (Diversity Challenge - Modules 1 and 2) on this topic and held several workshops and livestreams for all employees.

Management of the employees who are already part of our staff is also a highlight. In 2022, the competency assessment process was administered to 13,550 employees aiming to measure behavioral skills and determine collective and individual development actions.





STRATEGY AND *commitment*

DIVERSITY AND INCLUSION

GRI 405-1, SASB SV-PS-330a.1

The Diversity and Inclusion agenda is part of our strategy and has prioritized actions to build a more diverse and inclusive culture. Structured in 2020, the Diversity area started reporting to the People and Management Department in 2022, increasing the focus on integrating the agenda into CCR's processes and promoting an inclusive culture throughout the company by reviewing processes and implementing programs and initiatives aimed at minority groups.

Our initiatives are based on three pillars: (i) governance and management model; (ii) culture and engagement; and (iii) protagonism. These pillars were structured to implement initiatives in a multidisciplinary way in order to contribute to building a work environment that is more open to new ideas, collaborative, and conducive to creativity and innovation. CCR has sought to hire people from the regions where its units are located, thereby contributing to the development of the local economy and valuing the talent in the communities.

Aiming to follow an increasingly inclusive path, in 2022 CCR conducted frequent training and engagement actions on topics related to diversity and inclusion for all employees; it initiated projects such as racial self-identification, use of preferred name, women's development, and inclusion of people with disabilities. During the year, the company also set a public target of having more than 50% of new leadership positions held by women, with actions being periodically monitored and reported to the ESG and Diversity Committees; quarterly and public reports on the progress of the initiatives plan; and the creation of a working group that worked to identify opportunities in this area.

COMMITMENTS IN OUR DIVERSITY AGENDA

- Value Diversity as a means to attract and develop talent at all levels, aiming to reflect society in our workforce.
- Fight and condemn discrimination of any kind in our relationships, whether among employees, contractors, customers, or business partners.
- Provide a safe and respectful environment for our employees.

As part of the People and Management Department, the area also reinforced the Attraction and Selection, Development, and Corporate Education processes. We also hired consultants to help in the preparation of strategic planning and the development of pilot projects for the inclusion of people with disabilities and women's development, in addition to training and awareness for employees, hiring a sign language interpreter, and investments in accessibility for the company's website.

highlights

IN 2022

- Implementation of the **first distance-learning training on Diversity and Inclusion** for all employees, consisting of two modules: (1) diversity topics such as gender, race, people with disabilities, LGBTQIAP+, generational, immigrants and refugees, religion, and aesthetic diversity; (2) behaviors that create a more inclusive environment.
- Discussions and lectures for all employees on **gender, LGBTQIAP+, race, and disabilities**.
- **Training for customer service teams** (Diversity and Respect - Caring for Quality in Relationships), which addressed the relevance of diversity in business and respect for human rights.
- Inclusive **Communication Workshop** for the Communication area.
- Training for the **Attraction and Selection** team, QSSMA, focused on the inclusion of **People with Disabilities** as an action included in the pilot project.
- Training and awareness-raising for **leaders** on topics such as **inclusive** leadership and, within the internship program, addressing unconscious biases.
- Implementation of a pilot project to **include People with Disabilities in two Business Units** (CCR AutoBA and ViaMobilidade).
- **Implementation of a pilot program for the development of women**; in this cycle, it focused on those professionals mapped by the Modes and Business Units who do not yet hold a leadership position.
- Start of employees' **racial self-identification** process.

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DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES (%)

GRI 405-1, SASB SV-PS-330a.1

CCR GROUP

We also structured the Diversity and Inclusion Committee. It is composed of representatives from all businesses and from different areas and levels. The group's mission is to positively influence our corporate culture and governance model by sharing rich world views and creating space for people with different backgrounds to contribute and different areas of the company to share their knowledge.

	GENDER		AGE GROUP			RACE ¹		
	Men	Women	Under 30	Between 30 and 50	Over 50	White	Black/Brown ²	Other ³
Employment category								
Governance bodies ⁴	64.20%	35.80%	0.00%	21.40%	78.60%	100%	0.00%	0.00%
Directors	75.30%	24.70%	0.00%	61.60%	38.40%	87.70%	8.20%	4.10%
Coordinators	64.40%	35.60%	4.50%	85.90%	9.60%	73.00%	22.60%	4.40%
Managers	65.50%	34.50%	0.40%	83.60%	16.00%	80.10%	12.90%	7.00%
Supervisors	75.20%	24.80%	12.50%	76.60%	10.90%	54.80%	42.70%	2.50%
Administrative	56.70%	43.30%	23.00%	70.00%	7.00%	72.00%	24.10%	3.90%
Operational	63.10%	36.90%	32.90%	58.80%	8.30%	49.10%	49.10%	1.80%
Interns	42.30%	57.70%	97.20%	2.80%	0.00%	71.60%	28.40%	0.00%
Apprentices	32.80%	67.20%	100%	0.00%	0.00%	44.90%	54.40%	0.70%

¹ The self-declaration process started in July/2022 and engagement actions have been carried out with this objective. By 12/31/2022, 53% of the workforce of the companies that make up the data in this report made their self-declaration and in the case of the Board, we have 100% of the public self-declared.

² Black and brown.

³ Yellow and indigenous.

⁴ For the members of the Governance Bodies, the effective members of the Board of Directors and Fiscal Council were considered.

RATIO OF BASIC SALARY AND REMUNERATION OF WOMEN TO MEN
GRI 405-2



84%

DIRECTORS



93%

COORDINATORS



99%

MANAGERS



121%

SUPERVISORS



93%

ADMINISTRATIVE



75%

OPERATIONAL



100%

INTERNS



100%

APPRENTICES

HEALTH AND SAFETY

GRI 3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-10

The safety of all people is a non-negotiable value for CCR. We believe that reducing the risk of accidents for employees, customers, and third parties that provide services in the concession units is essential and enables us to continue operating in a way that is sustainable and connected to the corporate purpose.

The measures adopted include the use of safety equipment to perform maintenance and operation activities; instructions to install warning signs and containment barriers to avoid collisions with vehicles, machinery, and equipment; training requirements for performing activities such as contact with the power grid; and guidance from work safety teams about the general risks in the environment in which they will work, among other aspects. Among the measures adopted are the use of new safety equipment for operation and maintenance activities, preventive horizontal and vertical signage, access barriers to prevent vehicle collisions, specific training for critical activities, training of leadership and a set of proactive activities to mitigate risks within the work environment. This dedication to the theme brought positive results, with

around 80,000 proactive guidance activities, more than 7,300 employees trained and more than 2,000 hours of training. Continuing with this, we had a 32% reduction in the Accident Frequency Rate with Leave (TFCA) and a 45% reduction in days with absences due to work accidents compared to 2021.

The occupational health and safety management system is implemented in CCR's business units following the rules and guidelines of Brazilian legislation and international conventions, being supervised by qualified professionals, namely: Occupational Physician and Nursing team (subjects related occupational health), Occupational Safety Engineers and Technicians (responsible for inspections, technical reports, indicators, programs and prevention plans).

These professionals are responsible for providing training on regulatory standards and enforcing internal guidelines according to the needs of each of our modes. All activities and workers are covered by the occupational health and safety management system and the processes are governed by a standardization committee in accordance with internal normative instructions for the topic, following legal requirements and the principles of the concept of integrated corporate health. **_GRI 403-1_**



Safety is a non-negotiable value for CCR

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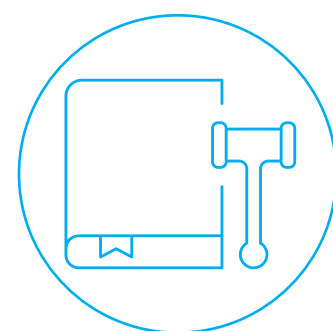
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Each business unit has an occupational health and safety team responsible for preparing the Risk Management Program (PGR - *Programa de Gerenciamento de Risco*) and the Occupational Health Medical Control Program (PCMSO - *Programa de Controle Médico de Saúde Ocupacional*). The purpose of the PCMSO evaluations is prevention, early detection, monitoring, and control of possible damage to the worker's health. All occupational records are stored in a health and safety data management system, an occupational medical record that complies with eSocial and requirements of the General Data Protection Act. All employees are scheduled to undergo these occupational exams during their working hours, with the frequency established according to the risk mapped out for their function. **_GRI 403-3_**

All our units also have a CIPA (Internal Commission for Accident Prevention) in place to deal with accident prevention, work environment conditions, and all aspects that affect employee health and safety. The committees hold monthly meetings and develop action plans to address any risks detected. **_GRI 403-4_**



We follow **norms and guidelines** of Brazilian legislation and international conventions



EU VEJO, EU PROTEJO

We have a program called *Eu vejo, Eu protejo* (I see, I protect), a tool through which employees and outsourced workers can report unsafe conditions in order to solve the identified problems. In these cases, the work safety team is prompted to conduct an investigation in order to ascertain all the facts based on the testimonials of employees, evaluation of the site, and review of the risk map to determine whether any changes are necessary. After the investigation, we make the necessary changes and start another guidance cycle for all employees so that we can solve the problem in question.

This tool is essential for us to consolidate our Safety Culture journey, ensuring that opportunities for improvement are reported to the responsible sector in real time. In 2022, a total of 2,004 preventive alerts were reported, most of them related to safety (1,846), followed by environment (86) and health (72).

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Training in health and safety offered to employees is conducted online on the HCM platform, as well as in person. Except for the specificities of each mode, the main training programs include working at height, safety and health when working in confined spaces, onboarding of new employees and outsourced workers, machinery and equipment, and safety in electrical installations and services, among others. In 2022, we also conducted training focused on the Safety Culture project, developed in partnership with Dupont. **_GRI 403-5, 403-7_**

Workers' access to health services (through our health plan) is a right guaranteed by CCR. We also offer primary care services through our Primary Care Center (NAP - *Núcleo de Atenção Primária*), with family doctors who care not only for our employees, but also for their legal dependents completely free of charge and without co-payment (which is also the case for our health plan). It should be noted that the health and welfare programs are managed by CCR's corporate health team, dedicated to ensuring the quality and effectiveness of all programs, as well as identifying opportunities for improvement so that everyone has easy access to the care they need. **_GRI 403-6_**

Furthermore, through the Viva Bem Program, we offer comprehensive health care and well-being services to all employees and

their dependents with actions and programs structured into four pillars: physical, mental, social, and financial. We also offer a preventive medical care journey totally free of charge through the NAP (Primary Care Center); we encourage physical activity; we provide an online psychotherapy platform; we offer monitoring programs for pregnant women, chronic illnesses, and nutrition; we conduct vaccination campaigns; and we motivate our employees to seek a balance between their professional and personal lives through our flexibility policy. In 2022, more than 25,000 consultations were held by the NAP, with a NPS (Net Promoter Score) of 92.

Workers' access to health services is a right guaranteed by **CCR**



NATIONAL QUALITY OF LIFE AWARD

The CCR Group won the National Quality of Life Award for the fourth time and was the company with the highest score in the 25th edition, winning the Gold Certification – Excellence in Management.

Created by the Brazilian Association of Quality of Life, the award aims to support,

stimulate, recognize, and disseminate organizations that develop best practices in health and well-being programs. The award reinforces our commitment and responsibility to the health, safety, and well-being of our people and increases our responsibility in this journey, strengthening our purpose to live our journey in a safe, healthy, and inclusive way.



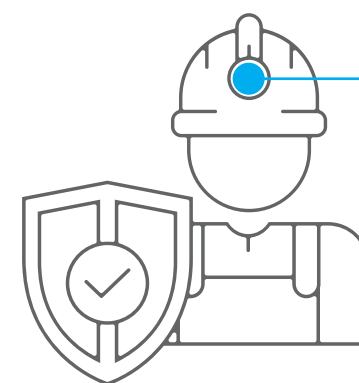
RISK MAPPING

At airports, urban mobility systems, and highways, there are several risks that can compromise the safety of employees and third parties. Various activities for maintenance, cleaning, and operation of the assets can result in serious and even fatal accidents. For this reason, we have safety controls and procedures in place that must be followed both by our own professionals and by third parties who provide services at the units.

Operational leaders at the units are responsible for overseeing and monitoring compliance with these guidelines. Through digital systems, we evaluate the evolution of accident rates and the severity of the incidents in our businesses.

In each of the businesses, programs aimed at increasing employee safety follow the Occupational Health and Safety Normative Instruction, a document that establishes guidelines for reducing risks and protecting people.

We periodically conduct risk audits in our CCR processes to check the effectiveness of control measures in neutralizing and mitigating the risks mapped. The materialization of the risk is monitored through the indicator of fatalities of employees and outsourced workers. In 2022, there were five fatalities involving outsourced workers and three involving our own employees.



In 2022, we approved a broad set of Standards and **Guidelines for the Safety Area**, ensuring more efficient governance, with clearer processes and official CCR performance indicators. The Occupational Safety Policy, **the Safety Standard for Third Parties and 5 Normative Instructions** on the safety management system were approved

WORK ACCIDENTS

GRI 403-9, SASB IF-EN-320a.1

CCR GROUP

Employees

Number of mandatory reporting accidents at work ¹	331
Compulsory report of accidents at work	11.14
Number of accidents at work with leave ²	142
Index of occupational accidents with leave (Frequency Rate)	4.78
Number of accidents at work with serious leave (except deaths) ³	11
Index of accidents at work with serious leave (except deaths)	0.37
Collaborative deaths	3
Death rate	0.10
Worked hours	29,716,823

¹ Compulsory reporting accidents at work: accidents with and without leave.

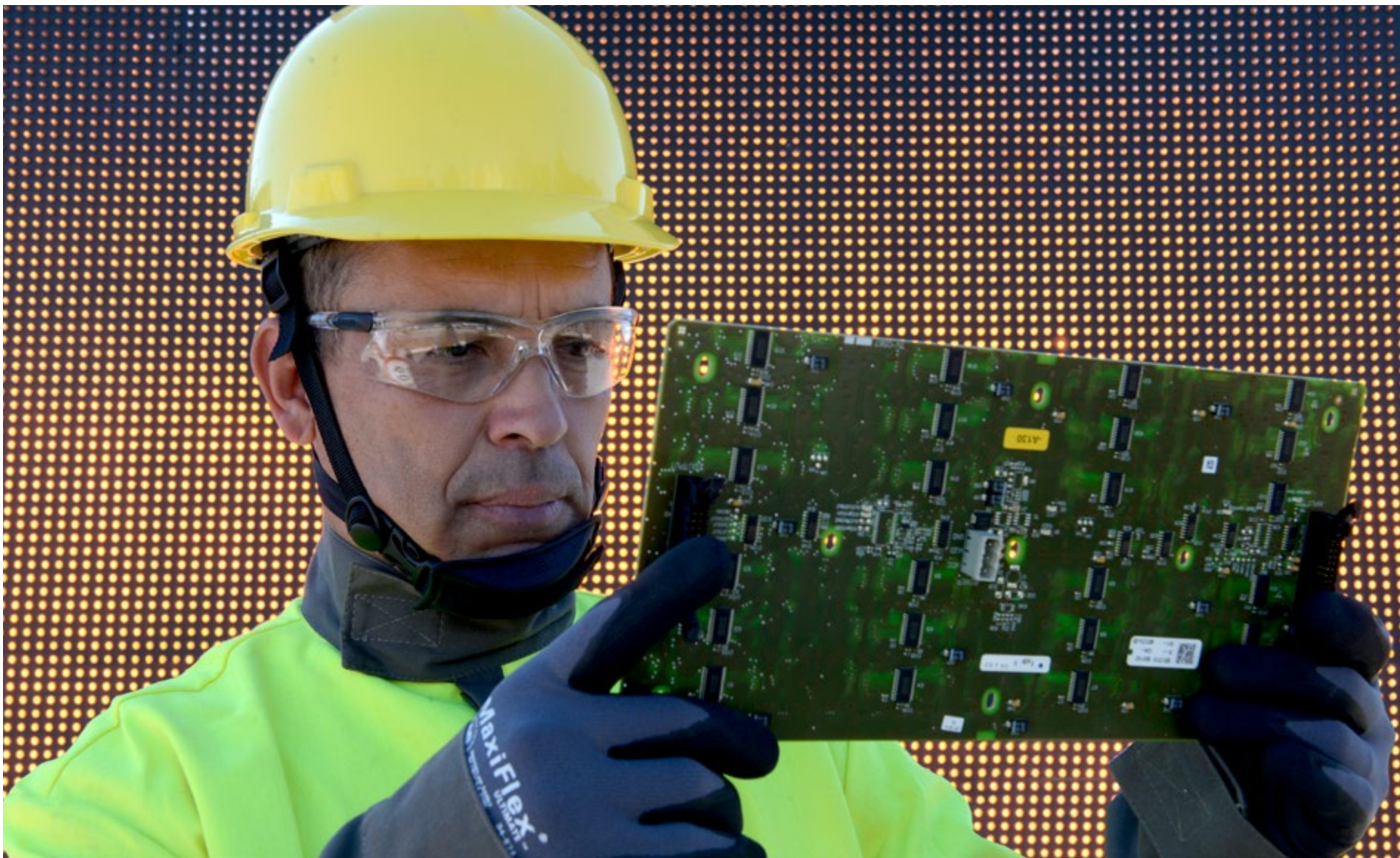
² Accidents at work with leave: accident that causes temporary or permanent incapacity.

³ With serious consequences (except deaths): accidents with leave longer than 15 days are considered. For the year 2022. No accidents with sequelae or permanent injuries and/or absences longer than 6 months (180 days) were identified

⁴ Index = (Number of Type of Accidents x base hours) / Number of hours worked.

⁵ Units considered: CCR RioSP, CCR ViaLagos, CCR MSVia, ViaRio, CCR ViaSul, CCR ViaCosteira, CCR AutoBan, CCR ViaOeste, CCR Rodoanel, CCR SpVias, Renovias ViaQuatro, CCR Barcas, VLT Carioca, CCR Metrô Bahia, ViaMobilidade Lines 5 and 17, ViaMobilidade Lines 8 and 9, BH Airport, Curaçao Partners, Aeris, Quiport, Pampulha, South Block and Central Block.

⁶ Base hours on 1,000,000.



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CUSTOMERS GRI 3-3, 416

Our services have a profound impact on our customers' lives; therefore, all our businesses have measures in place to reinforce the safety and excellence of our services. **Through our Integrated Management Policy, we work to promote a healthy and safe environment to preserve life, eliminate hazards, and reduce risks.** This management approach also encourages the continuous review and improvement of work processes, equipment, and materials so we can provide better services to our customers.

Customer safety is managed by the Operations and Communication areas and is an integral part of the work routine of all units. The Customer Safety Programs of each division are reviewed periodically and include initiatives in the areas of Education, Engineering, and Legal Efforts. This topic is managed on three main fronts:

- Emergency assistance for customers who are injured, or have any other problem, and require help or guidance during their journey through the different modes.
- Road safety program to prevent accidents.
- On highways, prevention actions offered to both professional drivers and employees.



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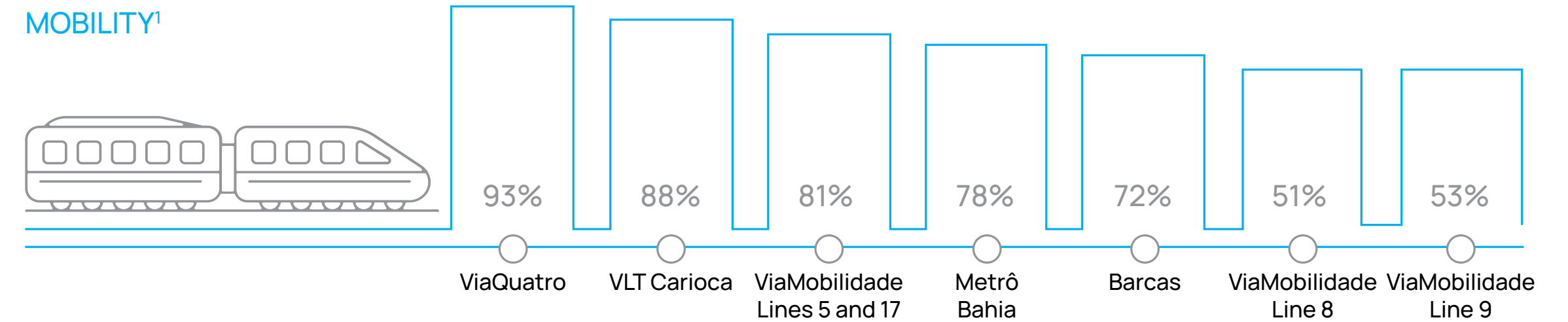
MOBILITY

Throughout 2022, the units managed by **CCR Mobilidade** saw a significant recovery in passenger flow, reaching 80% of pre-pandemic numbers. The start of operations on lines 8 and 9 of the metropolitan trains also brought challenges, lessons learned, and evolution. Safety, well-being, and operational efficiency were topics of note, and regular customer surveys were essential to ensure continuous improvement.

To this end, we work to conduct passenger operations with safety as a primary factor, thus understanding their needs, creating opportunities for the concessionaires' spaces of action, as well as their reach, to be tools for social transformation with the surrounding public and acting in a integrated so that operational and administrative areas could deliver high quality work.

SATISFACTION INDEX

MOBILITY¹



¹ Semiannual surveys for ViaQuatro (Apr/22), Line 5 (Apr/22), and MetroBahia (Jun/22), annual survey for the LRT (Jun/22), and biannual survey for Barcas (Dec/19).



We reinforce **customer safety** through preventive and corrective maintenance and awareness campaigns

We are constantly taking measures to reinforce customer safety by means of preventive and corrective maintenance, customer awareness and guidance campaigns (conscious boarding, use of handrails, and use of cell phones, among others), safety training, implementation of a radio communication system for more effective interaction between the operational teams (Customer Service and Maintenance) and the Operational Control Center, and various other actions. With a focus on well-being and operational efficiency, we also implemented new means of payment for the purchase of tickets. Among the highlights were some of the campaigns related to health and social responsibility issues, such as Prevention

of Alcoholism, Diversity and Inclusion, and COVID-19 vaccination drives.

With the support of the CCR Institute, the concessionaires engaged in several initiatives throughout the year with the purpose of helping more vulnerable populations. In June, subway, ferry, train, and LRT stations were prepared to receive donations of clothes through a campaign called *Inverno Solidário* (Solidarity Winter), which also distributed blankets to homeless people. In December, the concessionaires collected toys from customers and employees for the *Natal Solidário* (Solidarity Christmas) campaign, which benefited social projects in the states of São Paulo, Bahia, and Rio de Janeiro at the end of the year.



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AIRPORTS

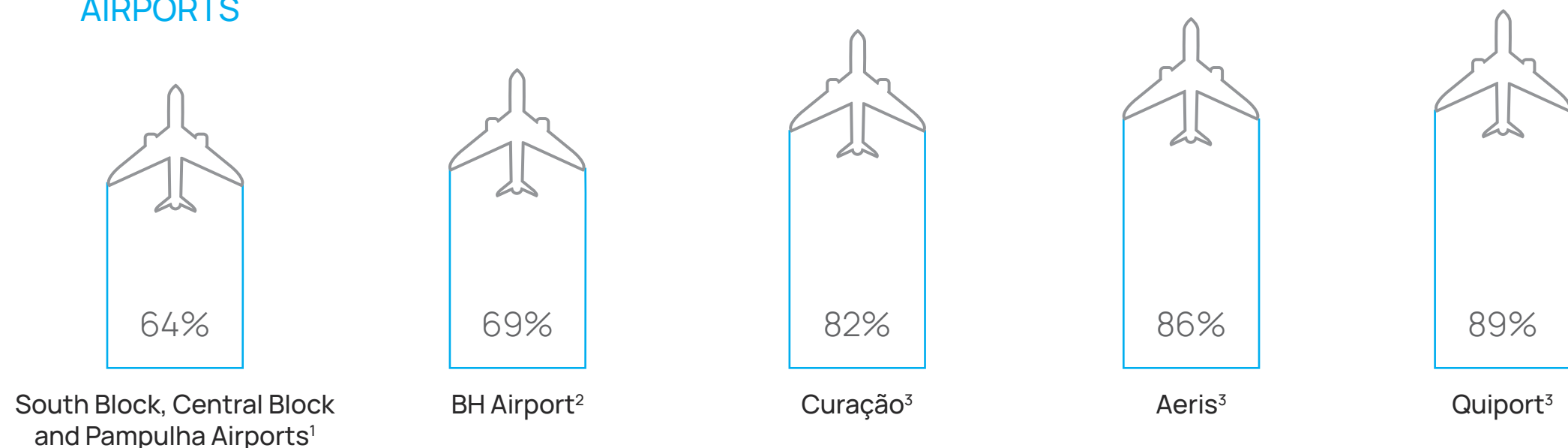
CCR Aeroportos complies with the safety requirements established by the regulatory agency ANAC, as well as with the guidelines and regulations of security agencies such as police, customs, health surveillance, and agricultural surveillance at airports. Our airports have procedures and actions in place to prevent illegal interference in civil aviation (AVSEC – Aviation Security), based on RBAC 107 ANAC. Thus, we have infrastructure and procedures for enforcing security controls, such as airport risk assessment and planning; use of security and surveillance equipment; and trained human resources to ensure access control, surveillance, monitoring, and compliance with security procedures and AVSEC quality control.

Simultaneously with the operation, the concessionaire initiated a major intervention plan for requalifying and improving services at the airports including building renovation and maintenance, horizontal and vertical signage, sidewalk and facade rehabilitation, lighting, installation of equipment for thermal comfort, and accessibility construction.

Right at the start of operations, we implemented the Active Customer Service Channel to gain an understanding of the needs of the people who use the airports. This enabled us to map opportunities for improvements in the services offered. To monitor and measure the perception of these customers, we also implemented the Net Promoter Score (NPS) survey.

SATISFACTION INDEX

AIRPORTS



¹ The measurement period was from March (beginning of the concession) to December 2022.

² Research carried out in September 2022.

³ Annual surveys, carried out in 2022.

REQUALIFICATION AND *improvements*



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We seek to understand the **needs** of people who use airports

To date, the channel has processed more than 26,000 calls, registering responses in approximately 340,000 NPS surveys. The NPS result at the 16 airports was 64 points, with 73% of customers assigning the highest score (9 or 10), indicating a high degree of satisfaction. **Belo Horizonte International Airport, managed by BH Airport, also achieved an NPS of 69, with 73% of positive responses with scores of 9 or 10, making it one of the best rated in its category in the country.**

It is worth noting that BH Airport received a series of certifications and recognition throughout 2022 that reinforced its positioning as one of the best airports in the country. A highlight was the renewal of the Airport Health Accreditation certification, from Airport Council International (ACI), which evaluated the health protocols in place to promote the safety of passengers, visitors, and the entire airport community against COVID-19.

Continuing to establish itself as one of the most sustainable companies in the country, the airport received the Green Airport Recognition for the second consecutive year during the Annual Assembly Conference & Exhibition ACI-LAC 2022, held in Buenos Aires, Argentina. In addition, the Airport Council International (ACI) program renewed its carbon emissions accreditation at level 2. This is the third time the terminal has received certification for meeting all the necessary requirements for reducing sources of greenhouse gas emissions, which went from 2,480 tons in the first year participating in the program in 2017 to 584.6 tons in 2021.

The BV ESG 360 certification for the Minas Gerais terminal was another highlight. This new solution was developed in 2021 by Bureau Veritas, a world leader in Testing, Inspection and Certification (TIC). To achieve this, BH Airport had to go through the complete cycle of the program's stages during this year. Its level of maturity was verified in relation to ESG practices, which aim to mitigate environmental externalities, promote a positive social impact, and increase its transparency in the market.

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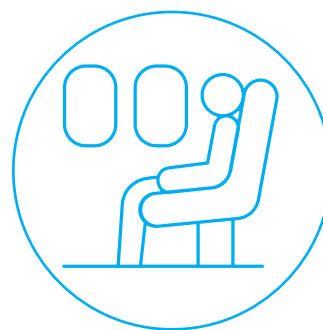
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During its first year of concession (South and Central Blocks and Pampulha), we conducted several actions with short-term impact to improve the quality of service and comfort offered to passengers. **Some of the improvements include a tenfold increase in the speed of the free Wi-Fi, as well as new food options through partnerships with major food chains.** We are also working on defining more complex actions and solutions that will focus on adapting the existing infrastructure to meet minimum infrastructure specifications and improvements. Small expansions of some passenger terminals and the construction of a new runway at Curitiba's International Airport are among these actions.

Construction will start in the first quarter of 2023, and the deadline for operational delivery, including approval by the regulatory agency, is November 2024. The challenges in this phase are many and go beyond civil construction. Beyond communicating to passengers what these interventions will entail, it is crucial to translate how these improvements in infrastructure and operation will enhance the sustainable development of the regions served by the airports. It is important to point out that many of them have had no previous experience with infrastructure concessions; therefore, the concessionaire must actively work to explain their benefits.

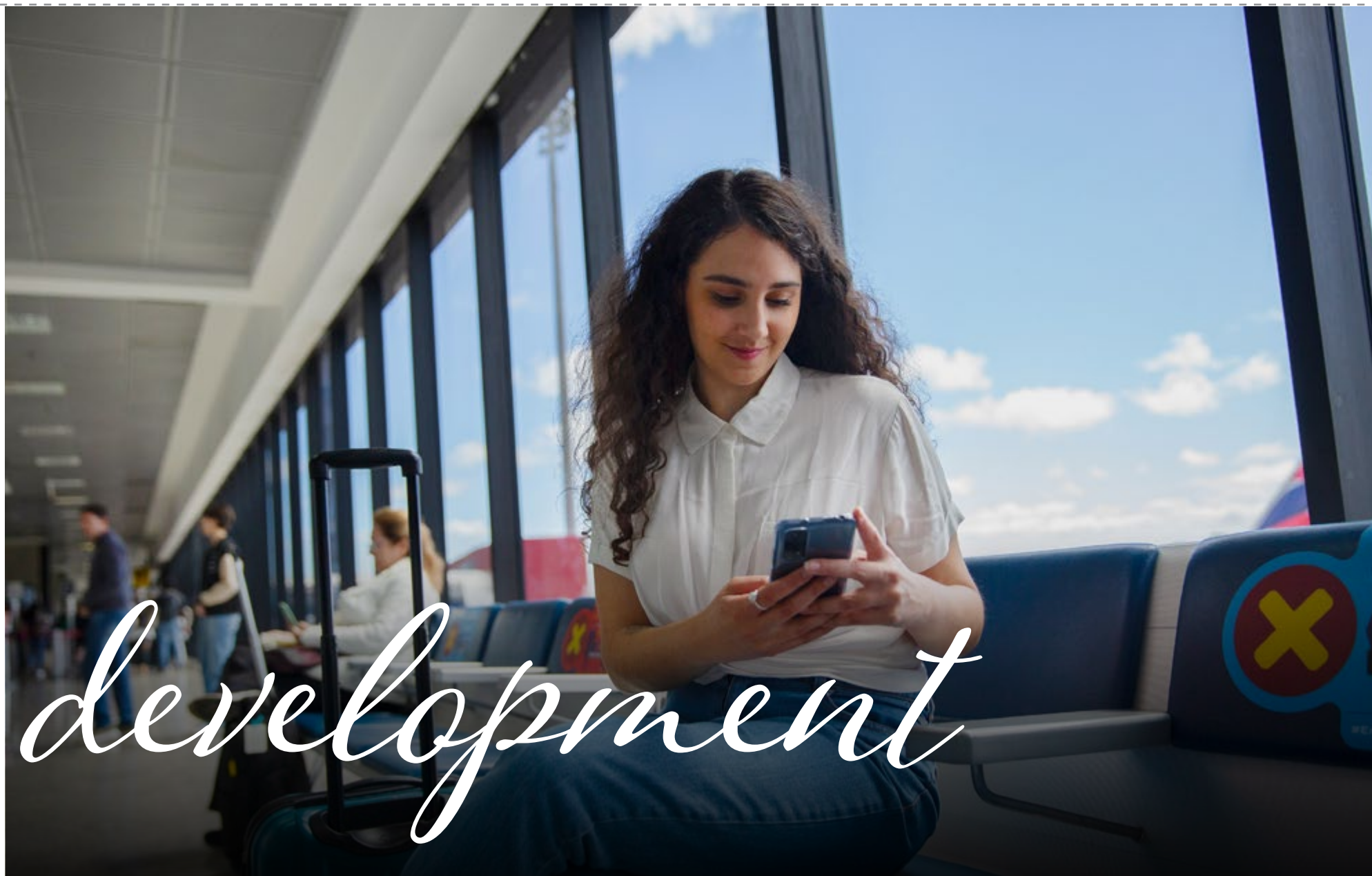
In more complex cases, programs are planned with practice drills (ORAT - Operational Readiness and Airport Transfer) prior to the start of operations to ensure that the new structures will work as designed from day one. This type of proactive action is extremely important to prevent failures or delayed openings that could lead to significant interruptions, damaging the reputation of CCR Aeroportos and resulting in financial losses.



Implementation of actions to **improve the quality** of service and passenger comfort

SUSTAINABLE

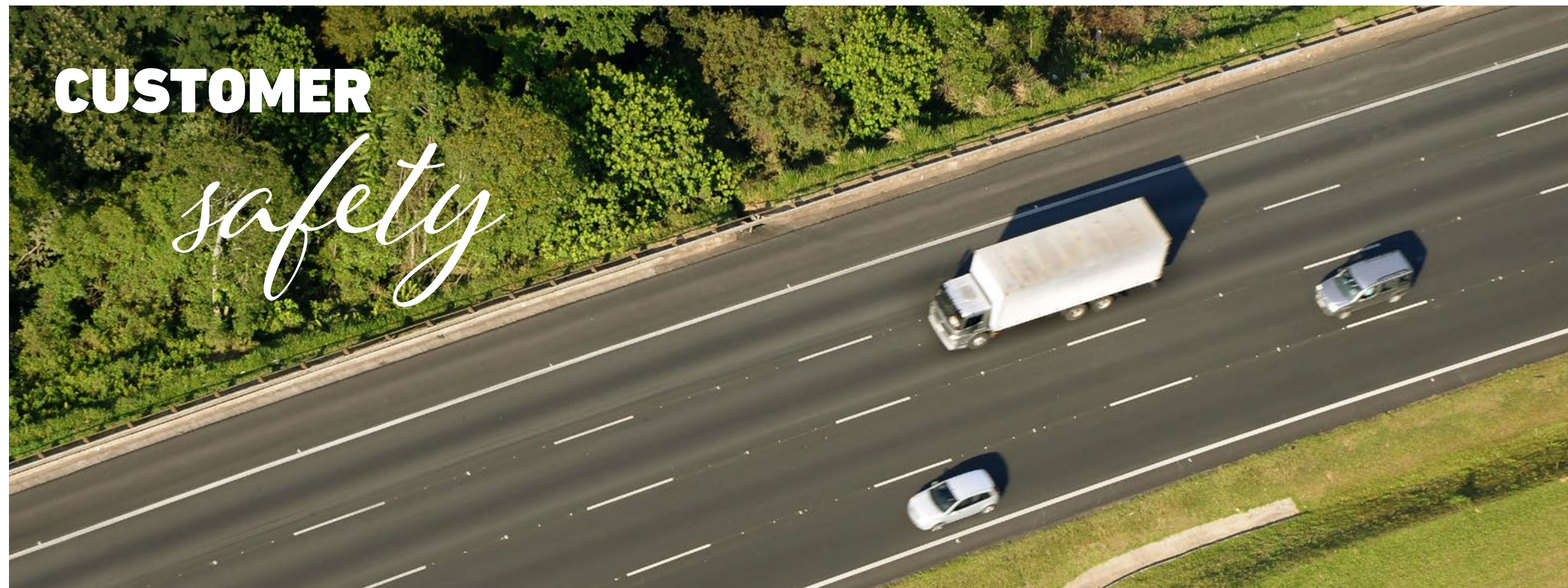
development



HIGHWAYS

Three programs focused on customer safety are worth mentioning at **CCR Rodovias**. The first is the *Movimento Afaste-se* (Move Over Movement), whose purpose is to instruct drivers in making safe lane changes or slowing down to a speed that is up to 40 km/h below the posted speed limit when approaching any type of roadside assistance vehicle stopped on the roadside, especially on the shoulder.

The second campaign is called Epidemia da Distração (Distraction Epidemic), a webseries presented by Marcelo Tas, conceived and produced by Supernormal in partnership with CCR. Nine videos on road safety were produced focusing on habits and distractions that can cause accidents, such as using a cell phone while driving, something that worries almost one third of the drivers interviewed in a recent survey conducted by CCR with 9,000 drivers on the highways that cross the state of São Paulo.



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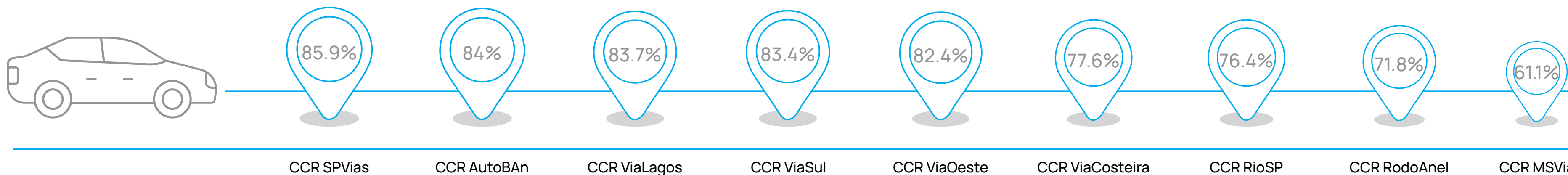
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SATISFACTION INDEX

HIGHWAYS¹



¹ Annual survey conducted by Instituto Ipsos do Brasil, Oct-Dec 2022. The general assessment presents the results, in percentage, indicated as "excellent + good".

CCR Rodovias has

1,254

MONITORING
CAMERAS

6,243

EMPLOYEES

106

OPERATIONAL
BASES

MORE THAN
460

VEHICLES, SUCH AS TOW
TRUCKS AND RESCUE
VEHICLES



stationed
along more
than **3,615 km**
of highways.
With these
teams and
resources, we
handle almost
900,000
events a year,
such as vehicle
breakdowns
and accidents

Another highlight is the campaign called *Gente Boa. Mundo Bom.* (Good People. Good World.). Launched in 2022 during the Yellow May campaign, it was used throughout the year to disseminate safety information. The idea was to provide information, in a light-hearted manner, about the risks and precautions people need to take when they are in traffic, on the tracks, or in public spaces in general.

Lastly, CCR and the CCR Institute, in partnership with the Help Project and neighboring city administrators, promoted an action for the mental health of pedestrians and cyclists who use the footbridges on the Dutra Highway. The Help Project has set up a structure called Cantinho do Desabafo (Vent Corner), designed to help people with mental health issues.

With the support of volunteers from the Help Project and CCR employees, letters with warm, positive messages are distributed to pedestrians and cyclists. The Help Project is one of the initiatives that are part of a program called *Caminhos para a Saúde* (Pathways to Health) run by the CCR Institute, which is responsible for managing the social investments of the CCR Group.

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ROAD SAFETY INDICATORS

SASB TR-RO-540a.1

	2020		2021		2022	
	No.	Rate	No.	Rate	No.	Rate
Road accidents ¹	21,684	0.82	26,143	0.81	27,126	0.80
Fatalities ²	433	1.59	604	1.95	564	1.67
Injured ³	11,952	43.99	13,776	44.59	14,329	42.35

¹ Accident rate = (number of accidents of any nature * 1,000,000) / (section length in kilometers * average daily volume of vehicles in the homogeneous segment * number of days in the period).

² Fatal casualty rate = (number of deaths at the site * 100,000,000) / (section length in kilometers * average daily volume of vehicles in the homogeneous segment * number of days in the period).

³ Fatal casualty rate = (number of deaths at the site * 100,000,000) / (section length in kilometers * average daily volume of vehicles in the homogeneous segment * number of days in the period).

The concessionaires hold monthly road safety committee meetings where they discuss the main problems related to this topic and present analyses of the fatal accidents that occurred in that month. In addition, some of them produce a program for reducing accidents (PRA), a contractual obligation in which the concessionaires monitor the indicators on a monthly basis and develop action plans to contribute to the UN's target related to SDG 3 - Health and Well-Being: to reduce fatalities and injuries as per the Second Decade of Action for Road Safety 2021-2030.

SASB TR-RO-540a.1

In 2022, we also conducted a study to better understand the behavior of the drivers who travel on CCR

highways. It showed that 65% of the drivers feel uncomfortable about the behavior of other drivers on the roads in the state of São Paulo.

A total of 8,979 customers were interviewed at 11 CCR toll plazas, including drivers of passenger and commercial vehicles, and they reported behaviors that have recently upset them. The use of cell phones while driving was found to be the most troubling (31%), which is something that has become increasingly common in the daily lives of drivers. The growing use of electronic devices and the need to stay connected at all times has been one of the main road safety issues.

AWARENESS INITIATIVES

In 2022, awareness initiatives were carried out for customers and users with regard to road safety. These actions were focused on the following:

CYCLISTS

Continuity of the *CicloRotas* CCR project, launching another segment for practicing the sport (<https://www.grupoccr.com.br>)

MOTORCYCLISTS

Launch of the webseries *Entregadores: moto e caminhão* (Delivery workers: motorcycles and trucks). The focus is to improve the relationship between truck drivers and motorcyclists, putting them in each other's shoes and generating a feeling of empathy.

TRUCK DRIVERS

"Wake Up Driver" campaigns and resumption of the project called *Caminhos para a Saúde* (Pathways to Health), whose goal is to support truck drivers in routine examinations and consequently reduce the risk of accidents due to sudden illness.

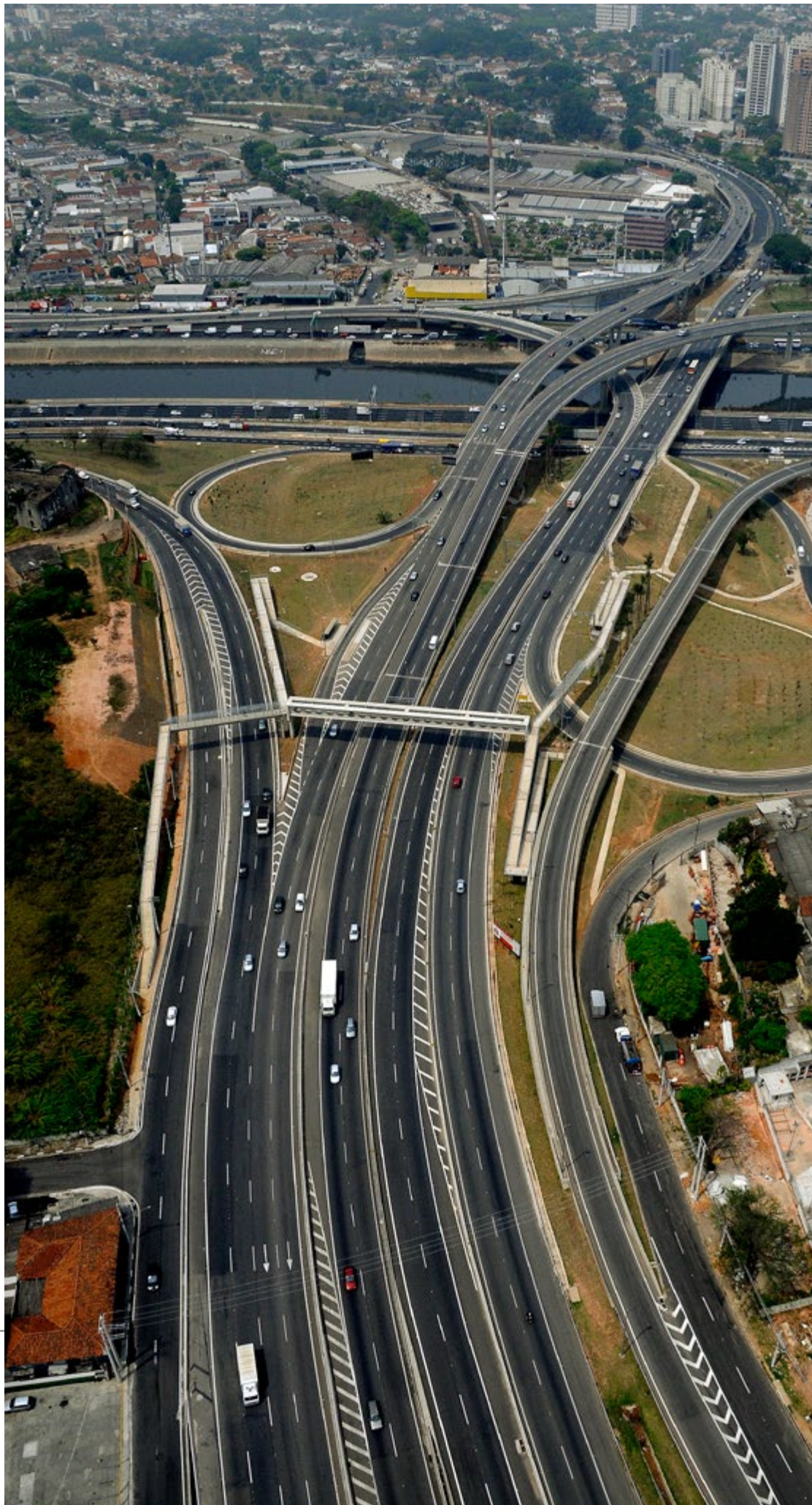
DRIVERS IN GENERAL

Launch of the *Epidemia da distração* (Distraction Epidemic) campaign, whose theme is related to the use of cell phones and other distractions while driving. **_SASB TR-RO-540a.1_**

Another concern was customers driving too slowly on the left (20%), which is also unsafe on highways. **According to Article 198 of the Brazilian Traffic Code, failing to yield to traffic trying to pass in the left lane is a medium traffic offense. Even if the vehicle behind is driving over the speed limit, it is mandatory to move over for faster traffic in the left lane.**

This unprecedented survey conducted by the CCR Group demonstrates the company's concern for safety-related issues and for the well-being of customers who use the many different roads managed by the company. It also helps guide the campaigns to be conducted on the highways and shows the need for empathy among all drivers, whether speeding or not, in order to create a healthier and safer environment on the roads. **_GRI 2-29_**

We care about the **well-being** of our customers



MOVE OVER MOVEMENT

In 2022, the concessionaire CCR AutoBAn, responsible for the Anhanguera-Bandeirantes Highway System, launched the Move Over Movement to protect the professionals who are providing roadside assistance to vehicles traveling on the highways, giving them safer work conditions.

The idea is to teach drivers to change lanes whenever it is possible and safe when they see that roadside assistance is being provided, especially on the shoulder. Another recommendation is to reduce their speed when approaching roadside assistance vehicles.

It is also very important to always be alert and allow those who are moving over from a lane where roadside assistance is being provided to change lanes.

To alert drivers about this safety procedure and propose a change in drivers' behavior, CCR AutoBAn installed 25 banners along the Anhanguera-Bandeirantes Highway System

with the following messages: "When you see a vehicle providing roadside assistance, change lanes" and "When you see a vehicle providing roadside assistance, slow down."

These messages will also be displayed on electronic panels, on the company's website, and on banners installed at all the concessionaire's operational bases. The Move Over Movement's recommendations will also be available in printed material that will be distributed to drivers at the toll plazas.

The Move Over Movement began in the Anhanguera-Bandeirantes Highway System. Currently, the movement is in place at the concessionaires CCR AutoBAn, CCR ViaOeste, CCR SPVias, CCR RodoAnel, and Renovias. As of 2022, it also became effective on the stretches managed by CCR RioSP, CCR ViaLagos, CCR MSVia, CCR ViaCosteira, and CCR ViaSul, covering roadways managed by CCR Rodovias in five states of the country.

SUPPLIERS _GRI 3-3, 2-6_

Our supply chain has more than 35,000 service providers in the areas of civil construction, maintenance and conservation of assets, inputs, products, storage, processing, internal stock, and management of third parties with whom we interact. **Of this total, 7,000 were active in 2022 and the total allocated for purchases and for contracting services was R\$4.3 billion.**

In addition to supply management, the CCR Group has a robust Compliance Program in place to prevent, detect, and mitigate any negative impacts related to corruption, bribery, money laundering, fraud, violation of human rights, unethical actions, and other actions that could damage the image of the business. To this end, we conduct third-party risk analyses before the procurement area proceeds with the contracting process.

The CCR Group has a Procurement Policy approved by the Board of Directors and a Procurement Norm that details the policy. The purpose of both is to establish the rules, responsibilities, and procedures applicable to purchasing materials and hiring service providers required for carrying out its operations and investments, as provided for in the concession agreements and according to the annual budget approved by the Board of Directors. CCR Group's purchasing and contracting criteria are based on the principles of isonomy, integrity, and competitive equality and are guided by the search for qualified third parties required to meet



ESG targets in our strategy include conducting **due diligence** on **95%** of high-risk suppliers and partners

our demands, increasing the competitiveness and efficiency of prices and lead times with lower risk. The selection **process also takes into consideration (in addition to lead time) price, relationship, aspects of integrity, reputation, and environmental and labor impacts associated with third parties.** All contracted suppliers must state their acknowledgement of and compliance with the Supplier Code of Ethics and undergo a due diligence process to mitigate possible problems related to discrimination, child labor, or slavery, as well as other issues related to human rights, corruption, bribery, fraud, or money laundering.



In 2022, we ranked **second in Live University's 2022 Inbrasc award**, which covers the entire supply sector in the country and recognizes the **innovative projects** that generated the most positive results in the organizations, the main **market leaders**, and the most outstanding **suppliers**

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CONTINUOUS IMPROVEMENT

In order to improve CCR Group's supply chain management, we have a program in place to monitor the performance of critical and strategic suppliers based on sustainability criteria. Through this program, suppliers are invited to answer the EcoVadis questionnaire that helps evaluate, in addition to legal compliance, issues related to the classification of sustainability in several aspects: financial, human rights, and labor and social issues.

In 2022, a total of 333 suppliers were invited and approximately 200 returned with their answers, which corresponds to a 60% participation rate. Of this total, 60% pose a medium risk and 3% a high risk to the company, according to the EcoVadis criteria. Among the suppliers evaluated were pre-hospital care ser-

vices, strategic consulting, conservation services, civil construction work, and engineering structures.

The average overall score for the year was 43 points (out of a possible 100)¹¹, an increase of 3.3 points over the previous year. Twenty-three percent of the suppliers were reevaluated in 2022, thus demonstrating that CCR's supply chain transformation actions have been effective and consistent. Through annual evaluations, the scores obtained from the evaluation can serve as drivers for improvement plans for suppliers.

Human rights issues, such as the fight against child, slave, or bonded labor, are covered by the guidelines of the Supplier Code of Ethical Conduct, which provides a clear document on the rules of conduct



required by the group from our third parties. We are committed to having 100% of our critical and strategic suppliers monitored by 2025, adopting effective measures to carefully select all new suppliers in our base, in addition to sharing best practices and ensuring that risk management is updated among suppliers that have already been approved.

To ensure that our suppliers develop in a sustainable way and ensure even more security in this chain, we also hold an annual **Supplier Excellence Program called CCR Supera**. In its first edition in 2022, CCR Supera evaluated suppliers based on the EcoVadis questionnaire's ESG criteria, and in the coming years will also evaluate the Innovation, Quality, Customer Ser-

vice, Health, and Safety pillars, reinforcing the company's commitment to the supply chain in the infrastructure sector. In 2021, to build the base of suppliers that were recognized in 2022, a total of 67 suppliers completed this evaluation. Of these, 26 achieved the minimum score required to be eligible, and 14 were awarded. **_GRI 2-29_**

Furthermore, **to ensure even more agility, transparency, and security in supplier management, the CCR Group entered into two important partnerships in 2022: with Coupa Software and with AEVO Innovate**. While Coupa Software adds more digitalization and traceability to the relationship with suppliers and competitors, AEVO Innovate expands contact with startups and students for new innovation projects.

¹¹ The average EcoVadis database score is 44.7/100.

ECOVADIS 2022

333

SUPPLIERS INVITED

200

SUPPLIERS EVALUATED

43 Average score
points

60%
Response rate

COMMUNITY **_GRI 2-29, 3-3_**

The relationship with the communities that are impacted by our operations and with civil society that benefits from our actions is an important part of our operations strategy. One example is CCR Rodovias' Removal and Resettlement program, which deals with involuntary displacements as a consequence of expropriation processes. This program is based on the information obtained after identifying the population and the economic activities affected by the expropriation, then making a registry of the areas and conducting socioeconomic studies to determine the social profile of the families.

In 2022, the initial services under the CCR RioSP concession agreement identified 1,300 illegal settlements along the right-of-way of BR-101 RJ/SP and BR-116 RJ/SP Highways. Based on this information, an eviction plan was prepared containing all the social actions to be developed for negotiations and assistance to families, as well as negotiations for commercial occupations.

At CCR Mobilidade, investments were made in five concessionaires. No major investments were made in CCR Aeroportos since operations were started in 2022. **_GRI 203-1, 3-3_**

In Highways, the main (significant) infrastructure investments total approximately R\$ 1.1 billion, distributed among eight concessionaires and various construction projects, such as the implementation of operating bases (SAU) and general inspection posts (PGF), roadway widening, implementation of side roads, and access devices, as well as the recovery and implementation of engineering structures and pavement overlay.

In Mobility, these infrastructure investments total approximately R\$1 billion, distributed among five concessionaires, mainly for the purchase of rolling stock and signage systems for Lines 8 and 9 and the completion of the Vila Sônia station, among others.

The CCR Institute benefited 100% of the national units with its social responsibility initiatives, allowing it to expand its operations to new audiences and new regions, and enhancing the results with synergies between the projects. **_GRI 413-1_**

Infrastructure

investments add up to approximately

BRL 1 billion



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Through the CCR Institute, we contribute to social inclusion and development, prioritizing the communities located in the regions where we operate. As a private non-profit entity, the Institute is responsible for managing the social investments of the CCR Group by means of projects, programs, and campaigns.

In 2022, more than 2 million people were directly and indirectly impacted, 39 units of the group benefited, 436 municipalities were impacted, and more than R\$49 million was invested in social actions, including direct funding and tax incentives. We strengthened the strategy of investing our resources in Social Inclusion projects through the pillars of Culture, Education, Sports, and Health, conducted a quality curatorship of social initiatives, expanded our operations to new audiences and new regions, and maximized the results with synergies among the projects.



Social inclusion and development of communities in our operating regions

THE CCR INSTITUTE OPERATES WITH TWO POLICIES AND ONE NORM, AS FOLLOWS:

- **Social Responsibility Policy:** provides the criteria and objectives of the Social Responsibility initiatives for each of the company's stakeholders.
- **Donations and Sponsorship Policy:** guides and assists the conduct of Managers, Audit Committee Members, and Employees in relation to campaigns, donations, and sponsorships promoted by CCR and its Subsidiaries.
- **Donations and Sponsorships:** establishes criteria and responsibilities for Donations and Sponsorships of any nature involving monetary amounts, materials, or services to ensure assertiveness and direction in the process and guarantee the correct execution of donations and sponsorships made by the CCR Group and its Subsidiaries.



CULTURE PILLAR

In 2022, we became one of the sponsoring companies of Museu do Amanhã (Museum of Tomorrow), in the city of Rio de Janeiro, which resumed the Free Tuesdays program, ensuring free access for any visitor on this day to encourage access to culture and social inclusion. During the year, there were more than 140,000 free visits. **The CCR Institute also offered free transportation and a snack kit for needy communities, institutions, and social projects visiting the museum.** And for the first time, we took a museum exhibition to the Airport and Mobility modes simultaneously.

With more than 30,000 square meters, the Museum of Tomorrow is a space for applied sciences that explores the opportunities and challenges humanity will face in the coming decades from a sustainability and coexistence standpoint. For more information, go to: www.museudoamanha.org.br.

We support the Baccarelli Institute, located near Parque da Cidadania in Heliópolis (SP). The CCR Group supports the construction of the space through infrastructure services, provides scholarships for children, youth, and adults, and formed the first symphony orchestra in a favela. We use our modes to hold performances and volunteer actions.



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In Belo Horizonte, students from public schools participated in performances of the Philharmonic Orchestra of Minas Gerais and performances of Grupo Corpo.

Furthermore, the cultural project supports a show called *Perigo Invisível* (Invisible Danger), by the group Buzum, which held 14 puppet performances in the cities of São José dos Pinhais, Londrina, Joinville, and Navegantes, where CCR Aeroportos is present.

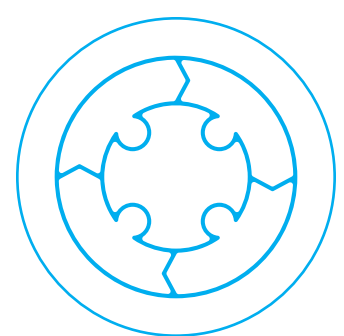
Buzum's performances were held in special combination with a pilot educational campaign about kites, which were identified as a potential risk to airport operations. Due to the importance of the issue—for the operation, for the community around the airport, and for children and young people who fly kites—CCR Aeroportos' social communication area, together with the Safety, Environment, and Operations areas, developed this educational campaign.

Seven public schools (kindergarten, elementary, middle, and high schools) located in the area surrounding Navegantes Airport were mapped. In the kindergartens, puppeteers from the play *Inimigo Oculto* (Hidden Enemy) raised children's awareness in a playful way about the risks of flying kites near the airport. They opened the show with a brief text from the campaign on the subject. For the older students, the awareness raising was carried out in partnership with the Safety (operational safety) and Environment teams.

In all, more than 2,400 public school students were reached by the action, which was also communicated via flyers, posters, press articles, and special visits to the Navegantes Airport to reinforce the safety messages and create positive ties with the surrounding community.

In addition to these initiatives, we seek to support projects that in some way positively impact the airport community (customers, employees, airlines, and licensees) and the neighborhood around the airports. One of these is the *Pegai* project, from the Pegai Institute in the city of Ponta Grossa, which

encourages and stimulates the donation of books at collection points in the Curitiba Airport. In partnership with the Public Safety State Departments, we support actions to raise awareness and combat human trafficking at the Goiânia and Curitiba airports. **The most recent action is the virtual exhibition called *Coração - Pulso da Vida* (Heart - Pulse of Life) displayed on airport media. The purpose of the action is to give access to art through the exhibition and to draw passengers' attention to the importance of taking care of the heart.**



We operate through **4 pillars:**
Culture,
Education, Sport
and Health

EDUCATION PILLAR

This pillar features Caminhos para a Cidadania (Pathways to Citizenship), a proprietary socio-educational program that imparts lessons and reflections on citizenship to elementary school teachers in the public school system. **It is in place in five states, 73 municipalities, and 1,686 schools. In 2022, the program benefited 3,261 teachers.** Seven webinars and a cultural contest were also held with the aim of identifying, valuing, and sharing transformative educational experiences of educators from the municipal school system, in alignment with the Common National Curriculum Base (BNCC - *Base Nacional Comum Curricular*) and with Active Learning methods. The contest received a total of 181 entries, of which nine were winners: one from each area covered by the program. Each of the winners was awarded funds for improvements and mentoring actions to be developed in the schools.

Under this pillar, we also support initiatives aimed at developing small entrepreneurs and training people to enter the job market, focused on the communities in neighboring municipalities. In 2022, five projects were carried out with the participation of more

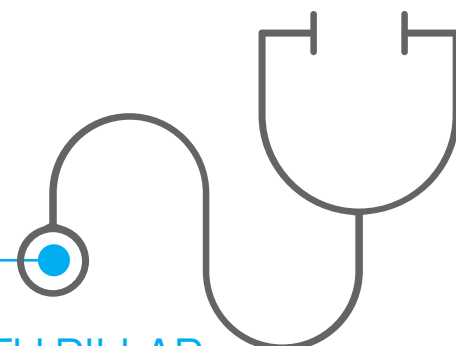
than 3,000 people in 52 municipalities. Other noteworthy projects include the *Primeira Jornada* (First Journey), with programs that range from challenges to develop self-knowledge, to administrative and entrepreneurial routines, to the development of social impact projects. *Projects Despertando o Empreendedor* (Awakening the Entrepreneur) and *Empreendedorismo para Caminhoneiros* (Entrepreneurship for Truck Drivers) are intended to develop entrepreneurs from low-income communities and slums, using face-to-face and online methodologies.

***Elas Na Tech* (Women in Tech) is a pioneering technology course designed exclusively for women and uses a simple, agile language, free of terms that inhibit the learning process of the nearly 1,300 female participants who want to become web programmers. Fifty-four percent of the enrolled participants are between 30 and 49 years old, and thirty-three percent have completed high school. Three webinars were held, with 2,555 views.**

The third edition of *Acelerando Seu Corre*, a project by Wakanda Educação Empreendedora with the support of the CCR Institute and CCR Metrô Bahia, aims to offer professional training to 360 people from the city of Salvador and its metropolitan region, including small entrepreneurs, street vendors, and CCR licensees.

After receiving training, the participants who stood out the most in the project's activities and challenges won a round of mentoring sessions with CCR's specialists and participated in an evaluation panel, and five initiatives received cash prizes to be invested in their businesses.





HEALTH PILLAR

We are always focused on caring for our customers and their health, and for 20 years we have been promoting our proprietary program called *Caminhos para a Saúde* (Pathways to Health). Originally called *Estrada para a Saúde* (Road to Health) and focused on the well-being of male and female truck drivers, the program was renamed in 2022 to indicate its expansion to new audiences and new modes, and it is now known as *Caminhos para a Saúde* (Pathways to Health).

It currently offers free services such as health screenings, emotional health support, and road safety initiatives, as well as preventive campaigns and initiatives for cyclists, drivers, passengers, pedestrians, and subway customers, in addition to professional drivers. In 2022, these services were extended to new units, including CCR ViaCosteira, CCR ViaLagos, ViaMobilidade – Lines 8 and 9, CCR Metrô Bahia and CCR Barcas, and continued in CCR AutoBAn, CCR ViaOeste, CCR RioSP, CCR SPVias, and CCR ViaSul.



PROTECTION OF CHILDREN AND ADOLESCENTS

In 2022, we made a public commitment to the Business Pact against Sexual Exploitation of Children and Adolescents on Brazilian Roadways and became a supporting company of Childhood Brasil's *Na Mão Certa* Program. This initiative raises awareness, informs, and calls on all of society to participate in the movement for the protection of children and adolescents.

Throughout the year, several campaigns on this topic were carried out as part of the Pathways to Health program. Posters were displayed in the program's fixed and itinerant locations with information about the topic and instructions on how to protect children and adolescents, how to act, and how to report suspected cases of sexual exploitation.

In honor of the International Day of the Girl Child and Children's Day, we expanded our initiatives to fight sexual exploitation of children and adolescents: the WhatsApp channels of CCR Rodovias and CCR Mobilidade now provide a link for direct access to Dial 100, which receives reports of human rights violations.

When accessing the WhatsApp menu, just type in option 100, and the message will be directly transferred to the official service that receives and records reports of human rights violations. Reporting is anonymous, and CCR does not record any contact information, according to the rules of the Brazilian General Data Protection Act (LGPD). Information about the reporting channel was also disclosed on highway billboards and subway TVs.

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Pathways to Health also has initiatives in place to support the mental and emotional health of the audience it serves. **In partnership with the Help Project, the program sets up support structures, called Paradas do Desabafo (Vent Stops).** The goal is to listen to those who are in a state of emotional vulnerability such as stress, depression, and anxiety, among other emotional issues. During the sessions, besides listening and counseling, people are given letters containing positive messages.

The CCR Institute supports the maintenance and innovation of large hospitals. With our support, together with CCR ViaCosteira, patients undergoing radiation therapy sessions at Hospital São José in Criciúma, southern region of Santa Catarina, received a new state-of-the-art machine to assist in the treatment—the linear accelerator, which features robotic arms. This innovative technology allows radiation therapy sessions to be reduced by up to 20%. This translates into better quality



We support actions for **mental and emotional health** of the served public

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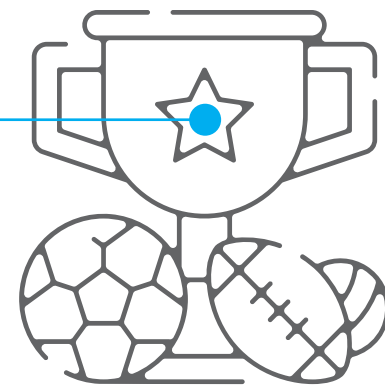
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of life for the patient and, consequently, fewer side effects from the treatment due to reduced exposure to radioactivity.

Another relevant health project that we support through the CCR Institute is Hospital do Amor. Located in the city of Barretos (SP), the hospital is internationally recognized for its excellence in technology and humanized care in oncology. Of the total number of patients, 30% are treated in regions where the CCR Group operates. The project served 187 cities in 12 Brazilian states. In addition, it has 42 mobile units (trailers) that perform free Pap smears and mammograms to the population.





SPORTS PILLAR

In 2022, we worked so that children and adolescents had **access to educational sport classes**

We support Instituto Esporte & Educação (IEE), created by Ana Moser, former volleyball athlete and Olympic medalist, and it has already benefitted 3.1 million children. **In 2022, we worked so children and teenagers could have access to educational sports classes** through a project called Rede de Núcleos Esportivos Socioeducativos (Network of Socio-Educational Sports Centers) in the units of Deodoro (RJ), Osasco (SP), and Heliópolis (SP). In addition, through the Barueri Volley Club (BVC), we support a project aimed at funding and developing women's volleyball teams in Barueri (SP), in the under-19 and under-21 categories, supporting the preparation of athletes for the adult category. We have initiatives in place involving CCR employees, children, and teenagers from the IEE and players from Barueri Volley Club with the purpose of sharing experiences and knowledge.



[For more information about the CCR Institute](#)

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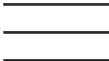
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NATURAL CAPITAL **_GRI 3-3_**

Our sustainable development principles make us a company committed to enabling solutions and investments in infrastructure that contribute to the growth of the regions where we operate and deliver quality services for our customers with the least possible impact on the environment. **Care for biodiversity and soil and attention to climate change mitigation actions are among our priority topics.**

We work to make rational use of the natural resources, raw materials, and inputs required for our operations, seeking to continuously improve our performance through awareness programs, training, regular assessments, innovation processes, and new technologies.

The analysis and validation for the implementation of projects in all our modes takes into consideration environmental interferences and analyzes them based on all legislation and regulations in order to obtain permits and due compensation. When developing projects, a preliminary analysis is carried out and a Technical Environmental Opinion is prepared, identifying the region's restrictions. At the concessionaires, water, energy, emissions, and waste consumption is managed via an online platform and indicators from the Integrated Management System (IMS). Data are monitored on a monthly basis, and the main deviations are analyzed to determine appropriate actions. **_SASB IF-EN-160a.2_**

CERTIFIED OPERATIONS **_SASB TR-RO-540a.1_**

Concessionaire	Existing certification	Certification under implementation
CCR ViaSul	Certified with ISO 9001:2015; ISO 14001:2015; ISO 39001:2015	ISO 45001:2018
CCR ViaCosteira	Certified with ISO 9001:2015, ISO 14001:2015 Accredited with ISO 39001:2015 Implemented with ISO 45001:2018	
CCR AutoBAn	Certified with ISO 9001:2015 Implemented with 14001:2015 and 45001:2018	ISO 39001:2015
CCR ViaOeste	Certified with ISO 9001:2015; ISO 14001:2015; ISO 45001:2018	ISO 39001:2015
CCR Rodoanel	Certified with ISO 9001:2015; ISO 14001:2015; ISO 45001:2018	ISO 39001:2015
CCR SPVias	Certified with ISO 9001:2015; Implemented with ISO 14001:2015; ISO 45001:2018	ISO 39001:2015
CCR MSVia	Certified with ISO 14001:2015 Complies with the Equator Principles	
CCR ViaLagos	Implementing: ISO 9001:2015, ISO 14001:2015, ISO 39001:2015 e ISO 45001:2018	
CCR ViaRio	Implementing: ISO 9001:2015, ISO 14001:2015, ISO 39001:2015 e ISO 45001:2018;	
CCR Renovias	Certified with ISO 9001:2015; Implemented with ISO 14001:2015 and ISO 45001:2018	ISO 39001:2015
CCR RioSP	Implementing: ISO 9001:2015, ISO 14001:2015, ISO 39001:2015, ISO 45001:2018 and ISO 55001:2014	
ViaQuatro	Certified with ISO 9001:2015 and ISO 14001:2015	
ViaMobilidade-Lines 5 and 17	Certified with ISO 9001:2015 and ISO 14001:2015	
ViaMobilidade-Lines 8 and 9	Certified with ISO 37001:2019	
CCR Metrô Bahia	Certified with ISO 9001:2015	
CCR Barcas	Certified with ISO 9001:2015	

FIGHTING CLIMATE CHANGE

GRI 201-2, 3-3, SASB TR-RO-110a.2

Climate change is a material topic for the company and is embedded in our strategy as a climate adaptation and mitigation plan, in line with the Paris Agreement and Sustainable Development Goal 13 - Climate action. Climate change is part of our Corporate Risk Matrix, based on the recommendations of the TCFD (Task Force on Climate-Related Financial Disclosures)¹⁵. Targets related to this topic were also cascaded across the company.

In 2021 we started building our Decarbonization Plan by defining science-based targets and incorporating climate risk management into the business. For the year 2022, the company made a public commitment to set targets according to the methodology of the Science Based Targets initiative (SBTi)¹⁶. The commitment is publicly available on the initiative's website, and the goal is to advance the climate agenda by setting targets and designing a cost-effective path to decarbonization.

To establish science-based targets, we built a Decarbonization Plan that included a complete diagnosis of greenhouse gas (GHG) emissions management and engagement of the operational and management teams from the company's various areas and businesses. To support target setting, future emissions scenarios were developed and emission reduction opportunities were identified, including cost-effectiveness analysis of these actions.



SBTi target setting demonstrates that CCR Group's goals are in **line with the Paris Agreement**

Our businesses release greenhouse gases derived from our operations. The Mobility Division's operation of trains, subways, and light rail vehicles contributes to a transportation system that is strategic for the development of low-carbon scenarios. This business model encourages public passenger transport by removing vehicles from the streets in urban centers. Investments in renewable energy such as photovoltaic power generation and buying energy on the free energy market are examples of actions that also contribute to reducing emissions.

We manage our emissions in accordance with the GHG Protocol methodology and annually prepare a GHG emissions inventory that, for the ninth consecutive year, received the Gold Seal from the Brazilian GHG Protocol Program (PBGHG). In 2022, a commitment was made to reduce Scope 2 GHG emissions by 25% compared to the base year of 2019. In this cycle, CCR Group's scope 1 and 2 emissions totaled 75,151 tCO₂e and 9.656 tCO₂e, respectively.

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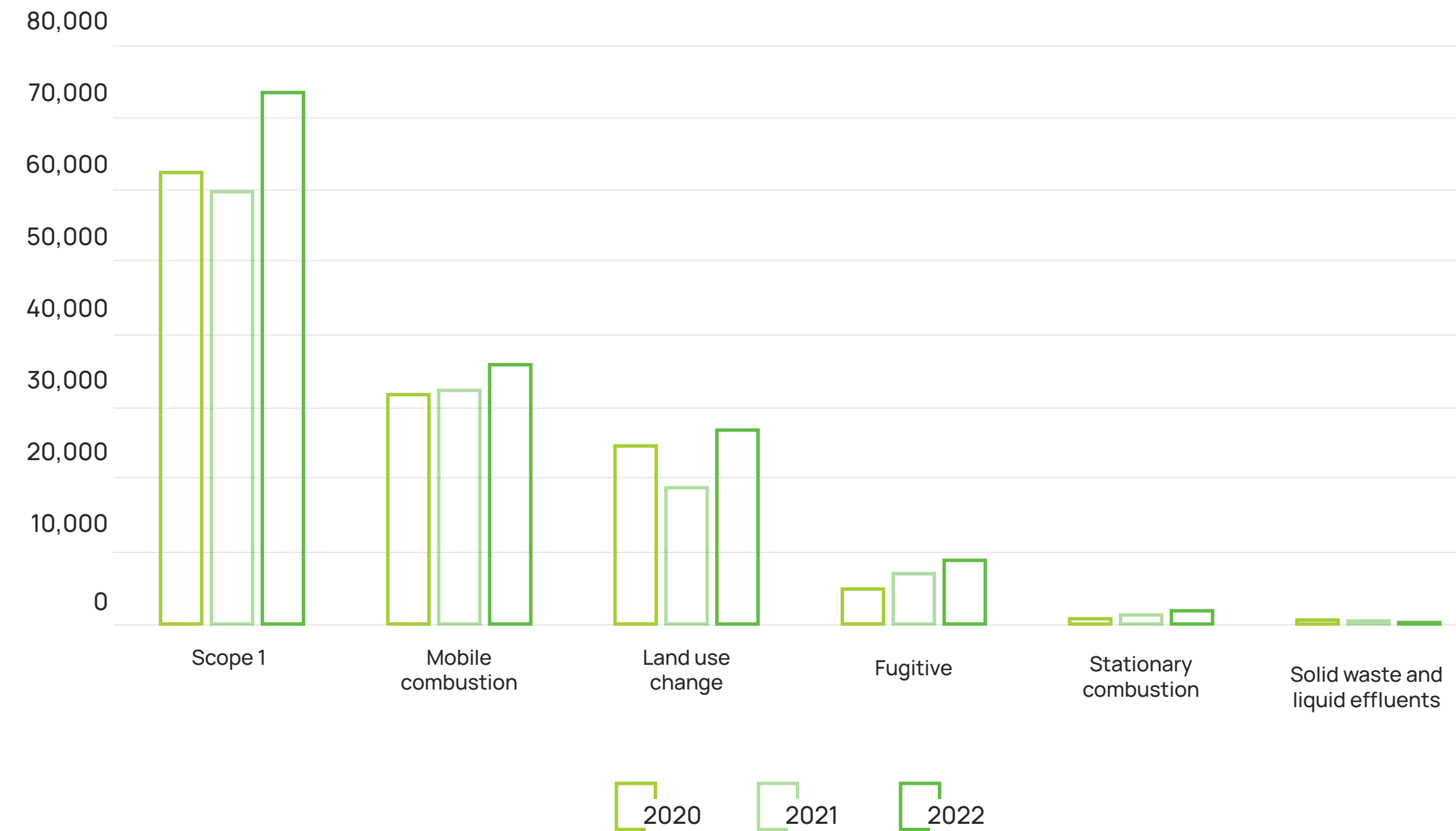
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¹⁵ <https://www.fsb-tcfd.org/>.

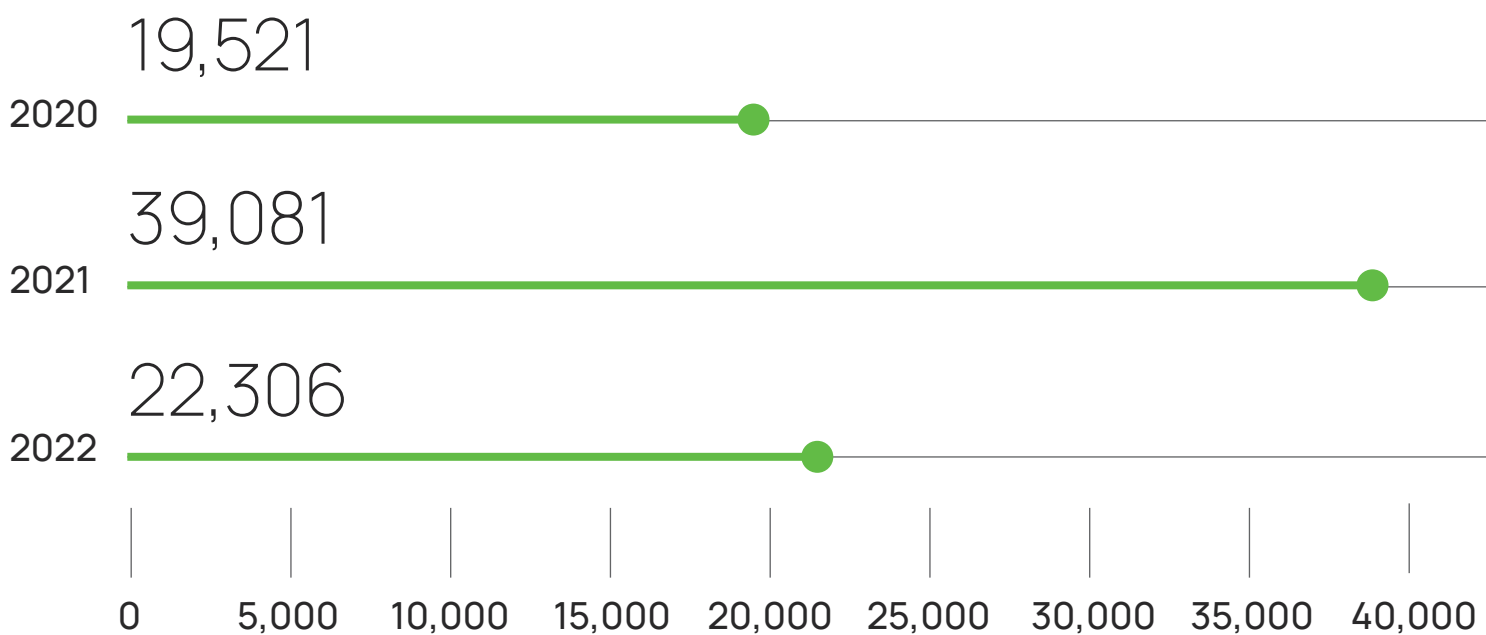
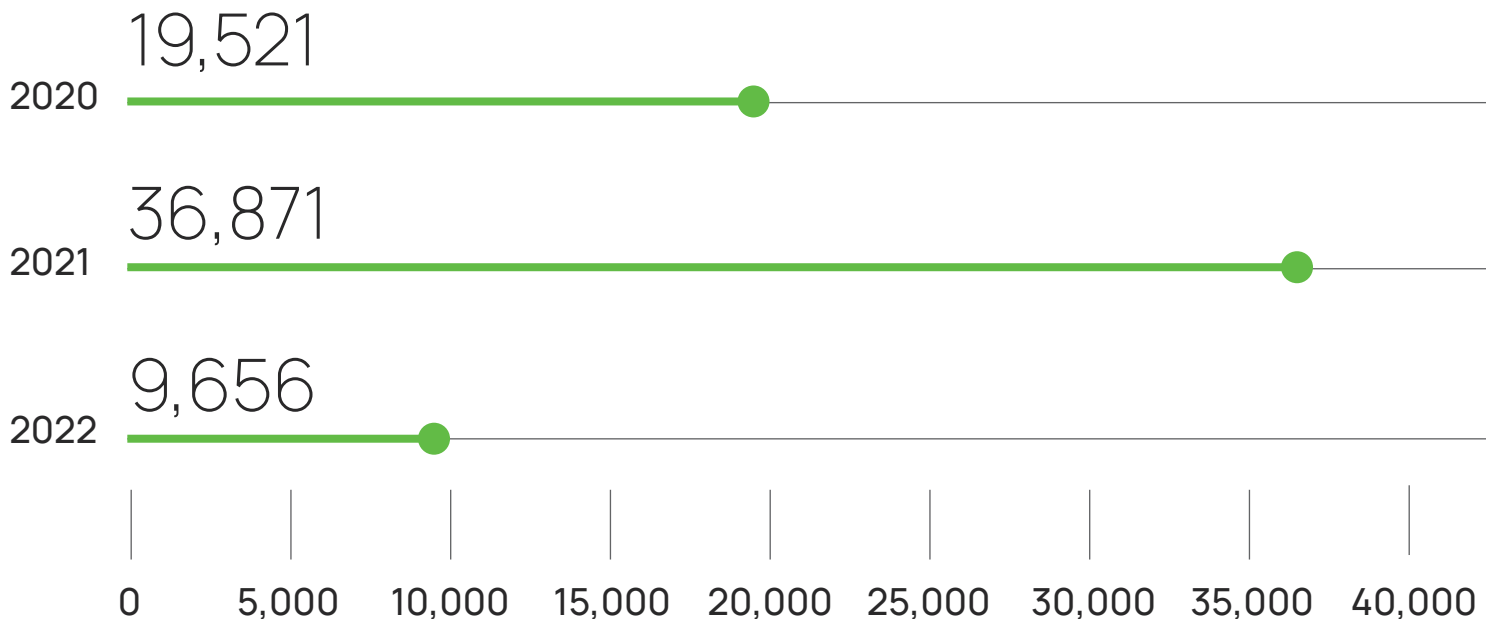
¹⁶ <https://sciencebasedtargets.org/companies-taking-action#table>.

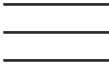
In 2022, our greenhouse gas emissions (GHG) from combustion of fuels (mobile combustion sources) increased by 11% compared to 2021 due to the new units and an increase in the number of ferry trips. It is worth noting, however, that there was a drop in emissions from CCR's fleet, especially from highways (reduction of 2,023 tCO₂e) due to a policy established by the CCR Group to replace gasoline with ethanol in Flex vehicles.

Fugitive emissions also increased in relation to the previous year, mainly due to the entry of new airports in the Group, which carry out the refrigeration of airport establishments. Regarding the land use change category, emissions rose by 42% compared to 2021 as a result of the suppression resulting from the continuation of ViaSul duplication works and the start of ViaOeste duplication works (40 km stretch).

SCOPE 1 FOSSIL GHG EMISSIONS (tCO₂e) **_GRI 305-1_**


In scope 2, the sharp drop in 2022 is due to a reduction in the average emission factor compared to 2021 and 2020.

SCOPE 2 FOSSIL GHG EMISSIONS LOCATION (tCO₂e) **_GRI 305-2_**

SCOPE 2 FOSSIL GHG EMISSIONS PURCHASE CHOICE (tCO₂e) **_GRI 305-2_**




In Scope 3 emissions, for goods and services purchased, there was an increase of 74% compared to 2021, mainly due to the purchase of inputs for road works, especially cement.

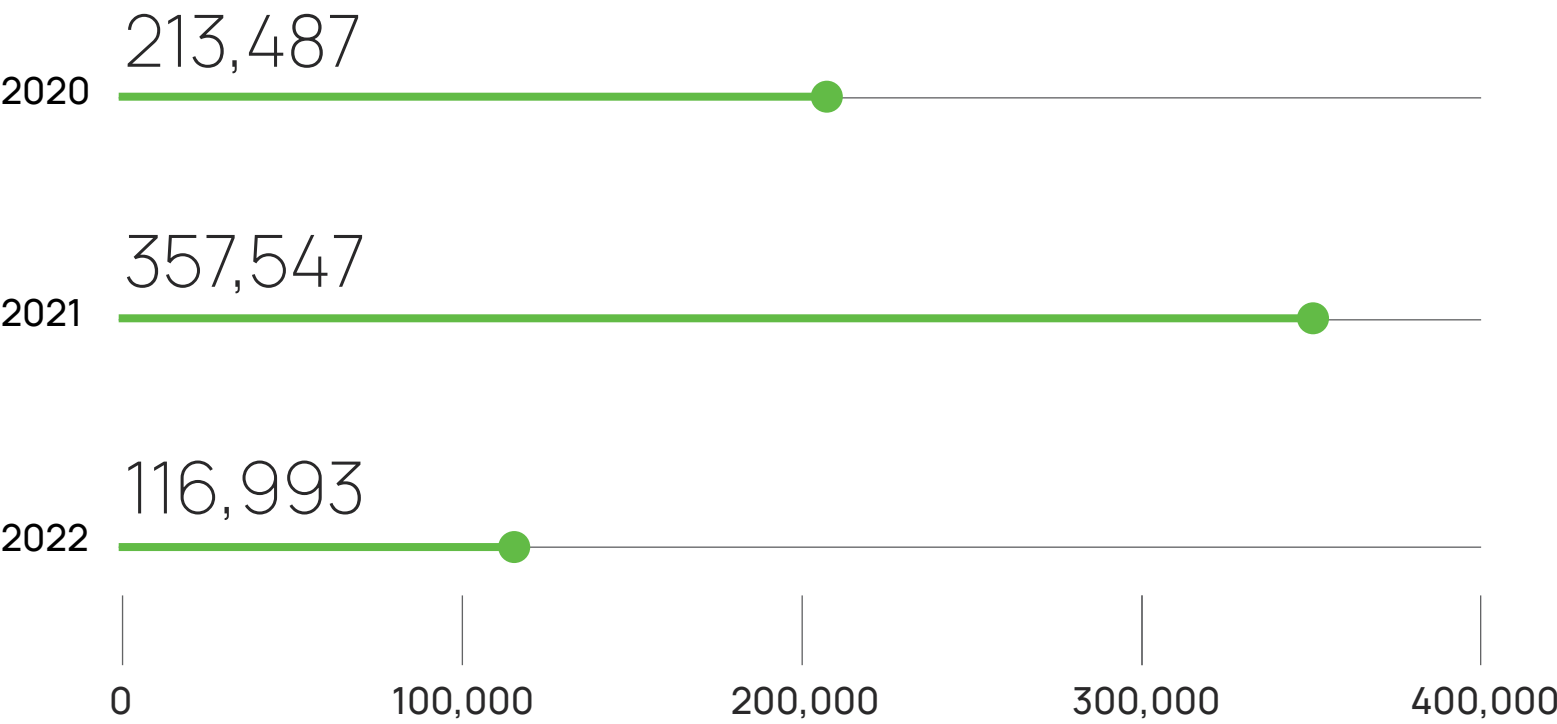
It should be noted that, in 2022, we improved the calculation of this category by considering emissions related to extraction, production, losses in transmis-

sion and distribution, and transportation related to electricity consumption.

The increase in waste generated in operations is a consequence of the entry of new units and the reclassification of emission factors for waste destined for landfills with methane recovery.

In scope 3, emissions not classifiable in categories 1 to 15 are responsible for 55% of the results. In 2022, we followed the methodology of the ACI (Airports Council International), in which the reported data refer to LTO (Landing and Take-off Cycle) emissions for airport operators.

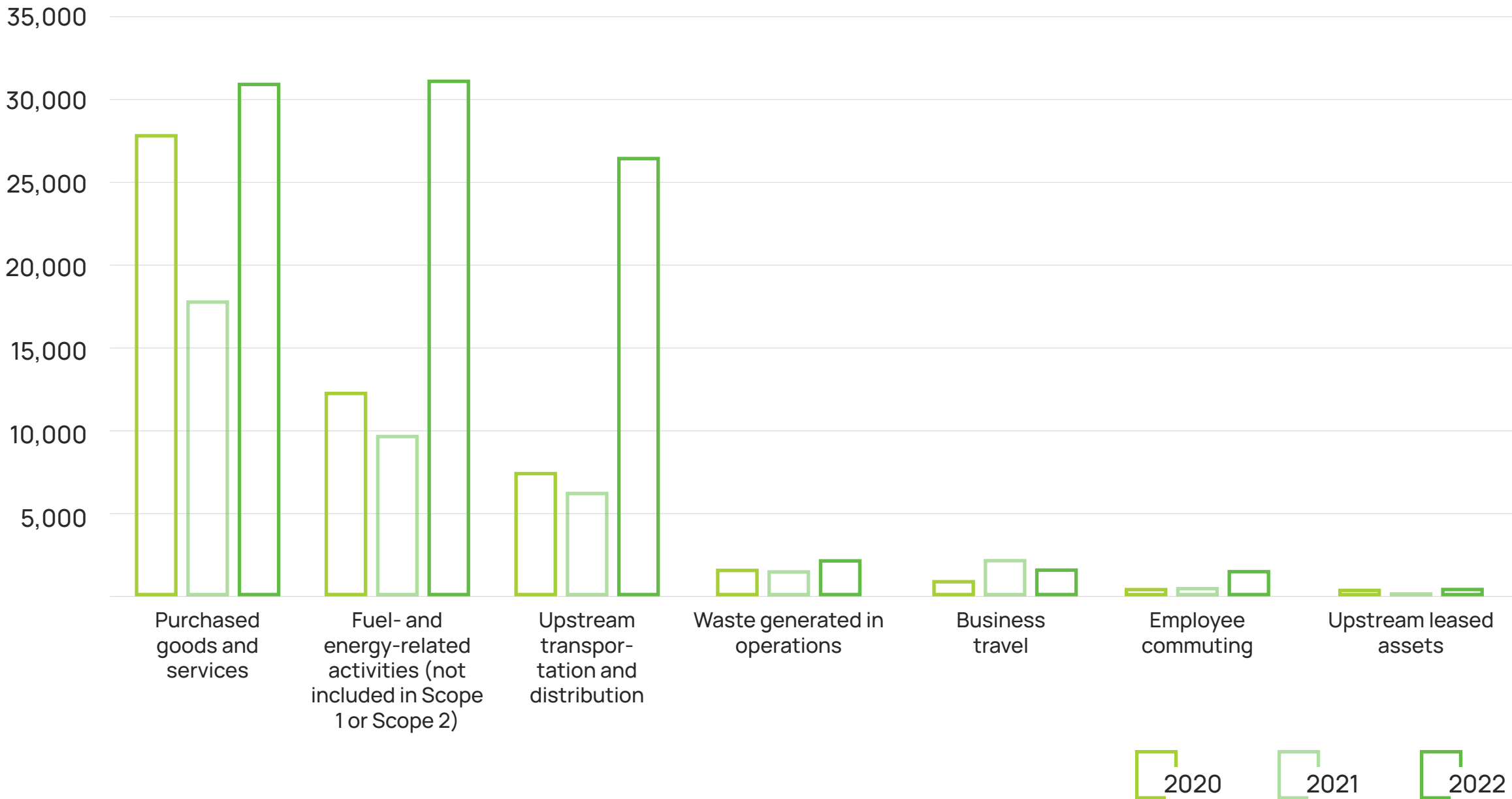
SCOPE 3 FOSSIL GHG EMISSIONS NOT CLASSIFIABLE IN CATEGORIES 1 TO 15 (tCO₂e) **_GRI 305-3_**



In 2022, the CCR Group also updated its **Climate Change Policy**, in line with the main guidelines, agendas, and initiatives internationally recognized in the realm of Sustainability and Climate Change. CCR Group also joined the Net Zero Ambition Movement, an initiative of the UN Global Compact in Brazil that supports companies in establishing climate commitments and targets.

For the twelfth consecutive year, the company was part of B3's Carbon Efficient Index portfolio (ICO2), whose purpose is to be an instrument for driving discussions about climate change in Brazil. In addition, it maintained its B score in the CDP - Disclosure Insight Action, which promotes the publication of GHG inventories and information on emissions management for the investing public.

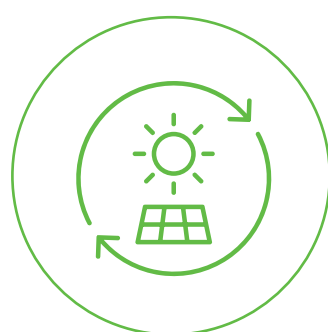
SCOPE 3 FOSSIL GHG EMISSIONS (tCO₂e) **_GRI 305-3_**



Note: It does not include aircraft emissions so that it is possible to make a comparison between the other categories.

renewable ENERGY

The CCR Group has a fueling policy and a guideline on prioritizing the use of ethanol over gasoline in light vehicles, in addition to a specific rule for executive vehicles with hybrid engines. All data on consumption, spending, and performance (vehicle and drivers) are monitored through a BI, and the information is available to users and leadership. In some cases, data are used for individual and collective targets: see evidence titled "Fleet Fueling Indicators." Monitoring is also performed using an internal tool and is part of the organization's collective targets. We have also a plan to decarbonize the fleet over the next 10 years.



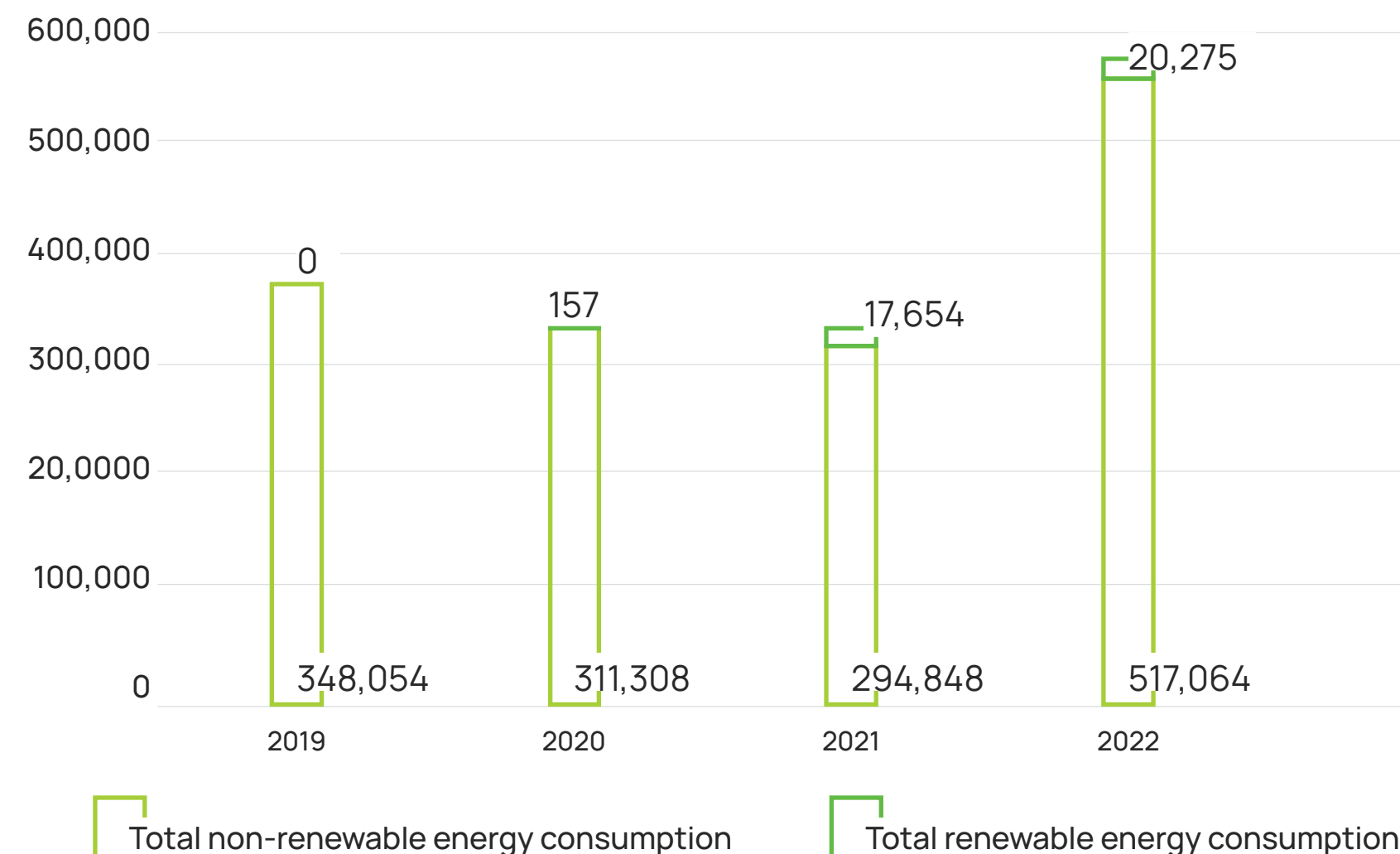
We have the ambition to expand the generation and **use of energy from renewable** sources in all our operations

ENERGY

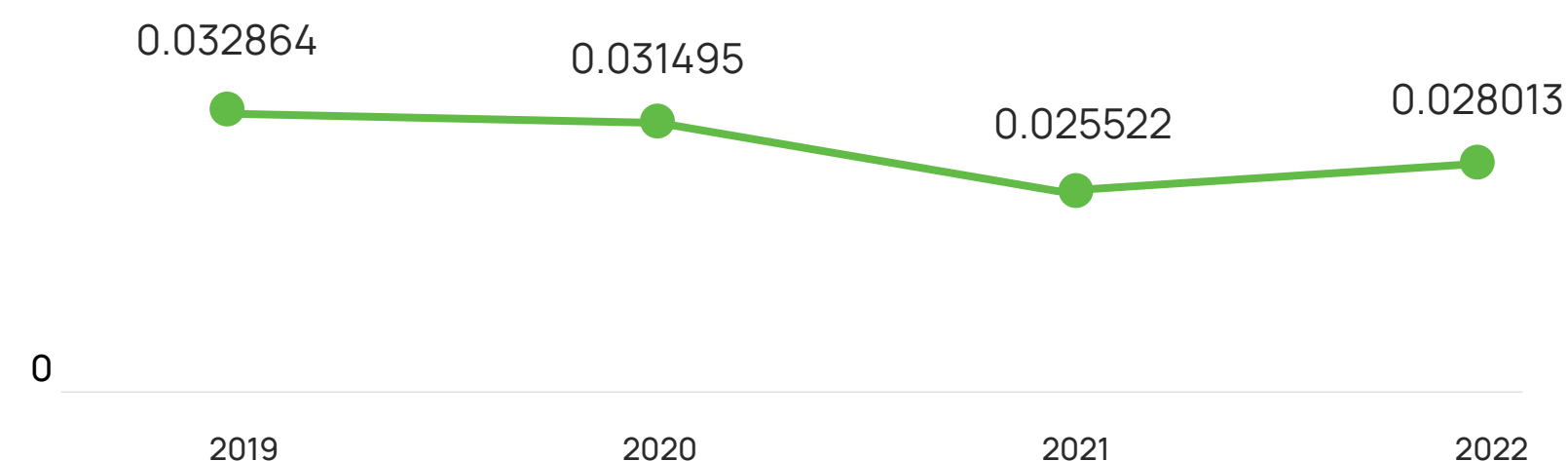
SASB TR-RO-110a.3, SASB IF-EN-410a.2, GRI 3-3, 302-1, 302-4

Some of our main goals in the ESG Master Plan include expanding the generation and use of energy from renewable sources in all our operations. To this end, all projects for new implementations, as well as the study of a new business, are designed for energy efficiency. Likewise, budget planning seeks to present alternative ways to neutralize carbon emissions for decision-making by the company.

ENERGY CONSUMPTION (MWh)



ENERGY CONSUMPTION INTENSITY (MWh/GROSS REVENUE)

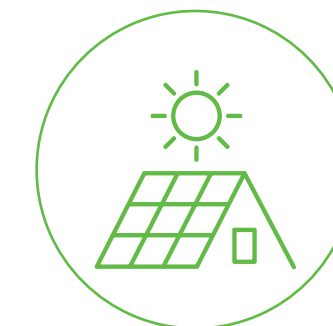


HIGHWAYS

CCR Rodovias' strategy is to purchase its energy supply in the Free Procurement Environment (ACL - *Ambiente de Contratação Livre*) from 100% renewable sources. A highlight is the purchase of renewable energy certificates, such as I-REC, to neutralize emissions from energy consumption in already consolidated energy or consumption contracts from the Regulated Procurement Environment (ACR - *Ambiente de Contratação Regulada*). By definition, starting in 2022, new contracts for the purchase of energy in the Free Procurement Environment (ACL) must be accompanied by renewable energy certificates. For the year 2023, part of the energy consumed by the highway units coming from the ACR will be certified through I-RECs from renewable sources.

We have an operational process for **monitoring energy efficiency that responds promptly to situations that could lead to energy loss, high consumption, or low efficiency**. Monitoring is performed by analyzing the consumer units' contracted supply, invoice management, telemetry for photovoltaic plants, analysis of Free Energy Market data, and analysis of the performance of other operating equipment. The consumption of fuel used in motor-generator equipment is also accounted for and regularly analyzed.

We are constantly looking for innovative electrical engineering solutions and technologies that lead to efficient consumption of electricity or a reduction in the operating cost per megawatt-hour (MWh). In 2022, CCR Rodovias developed studies for power generation from photovoltaic plants, with technologies such as carport and solar tiles. Studies were also conducted for small-scale wind and hydropower generation. Other generation technologies evaluated were battery energy storage and the feasibility of migrating energy to the free energy market. The purpose of all these technologies is to reduce the carbon footprint of the energy consumed.



In 2022, **we developed studies on the generation of photovoltaic plants**, with technologies such as carport and solar tiles

RENEWABLE ENERGY

The implementation and operation of photovoltaic plants along the stretch under CCR ViaSul's concession is part of CCR Group's strategy for the transition to a low-carbon economy. CCR ViaSul currently has nine plants in operation, and the energy produced is transferred to the public electric power grid, complementing electricity consumption for lighting, buildings, and operational equipment for the highway managed by CCR ViaSul. All this effort earned CCR ViaSul the "Rodovias + Brasil Award" from Fórum Brasil Export 2022 for its sustainability initiative.

EFFICIENT
consumption

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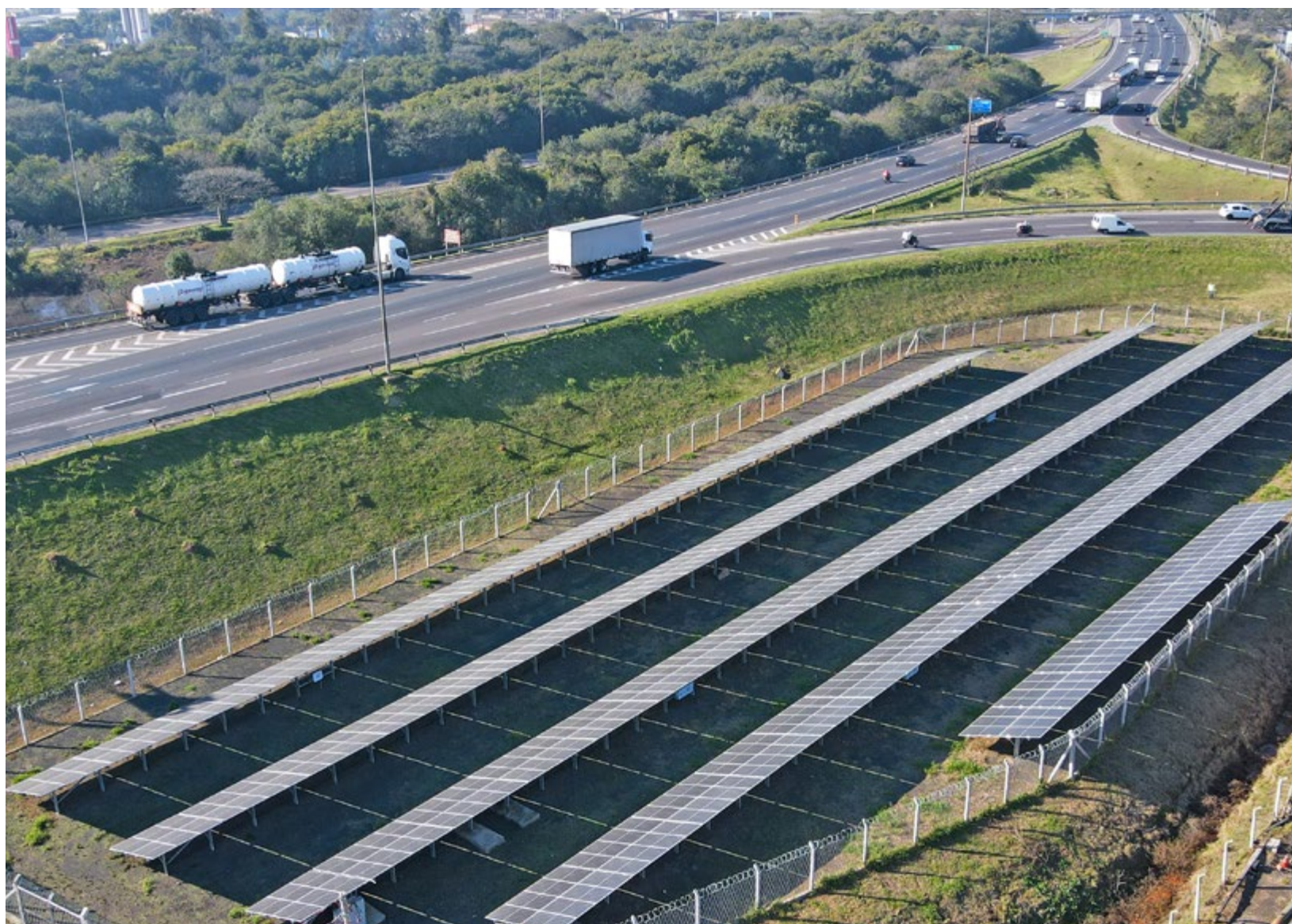
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AIRPORTS

We have an electric energy consumption monitoring process conducted by the Maintenance (Planning) team, which uses energy efficiency indicators (MWh/pax) and addresses possible deviations that may reflect energy loss or low energy efficiency of equipment. The consumption of fuel used by CCR Aeroportos' equipment, machinery, and vehicles is managed by the GBS Fleet Team (Maintenance), which controls all fueling of vehicles, identifying the efficiency of vehicles per type of fuel. This provides subsidies for the entire CCR Group, including BH Airport, to calculate GHG emissions and develop energy efficiency and emissions reduction strategies.



The airports of the South Block, Central Block, and Pampulha are in the process of migrating their electric energy consumption contracts to the free energy market, analyzing the use of renewable energy with zero emissions certification.

BH Airport is committed to using natural resources consciously and to engaging teams to develop projects that have an impact on reducing greenhouse gas emissions. Currently, its airport site uses 100% renewable electricity through REC (Renewable Energy Certificate) certification. In 2022, BH Airport started to electrify its 400Hz equipment (GPU and PCA) that uses diesel generators. Today, one 400Hz-unit is already using 100% renewable electricity.



We have an energy **consumption monitoring process**



We carry out the **daily management** of our consumption

MOBILITY

The activities of the Mobility division, which accounts for 82% of the group's total electricity consumption, are responsible for most of CCR Group's electricity consumption. Therefore, energy management is performed on a daily basis, always in search of new strategies to reduce consumption and related emissions. Based on the work carried out by the mobility engineering team, we use energy efficiency tools to develop strategies aimed at reducing consumption (KWh) and costs (R\$) while maintaining the efficiency of the lines' operational performance. Currently, the unit is migrating to the free procurement environment in some of the consumer units. As a study, it finalized the acquisition from renewable and conventional sources with the I-REC certification. **The VLT Carioca and ViaMobilidade 8 and 9 are already using 100% renewable energy.**

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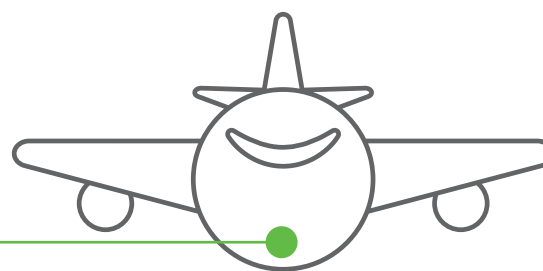
Soil and biodiversity

GRI 3-3, 304-2, 304-3

All operations in our three modes are in strict compliance with the requirements of the environmental permitting agencies and with internal procedure PO-015 of Environmental Monitoring. This ensures that possible environmental impacts caused by infrastructure projects are minimized in all stages of the implementation of our projects.



IMPACT
mitigation



AIRPORTS

In this first year of airport operations (South Block, Central Block, and Pampulha), we are also monitoring indicators to identify the effectiveness of mitigation actions. **Measures to reduce impacts on wildlife are being adopted, and actions are expected to be taken to adjust the infrastructure.** We track the number of animals impacted by the operation through online forms filled out daily, indicating wildlife presence, collisions, near hits, and sightings. This information is consolidated and made available to all CCR employees on an indicator dashboard.

We also monitor the wildlife strike indicators related to aircraft movement, inside and outside the airport site, identifying the flight phases and locations of the strikes. We conduct inspections to identify sources of attraction and presence of wildlife. This information is cross-referenced with the information on strikes, indicating priority actions and locations for scare-away tactics, maintenance of structures, and the need for additional mitigation actions. In 2022, a total of 722 strikes were recorded in 409,402 aircraft movements at the 17 airports under CCR's concession in Brazil. The indicator shows 17.64 strike events per 10,000 movements¹⁷. **_GRI G4-A09_**

The impacts inherent in construction do not apply to the concession agreements of the airports operated by CCR in 2022. For our current operation phase, the nature of the impacts refers to a possible reduction in the number of species due to wildlife strikes and noise generation. These negative impacts are considered mitigable, local, and reversible and are managed by CCR through its Wildlife Risk Management and Aeronautical Noise Management programs.

At BH Airport, the condition of the remaining native vegetation in the Legal Reserve, Environmental Preservation, and areas of Flora Reconstitution Technical Projectare satisfactory given the effective conservation process of the Cerrado and Atlantic Forest biomes (Semideciduous Seasonal Forest), where every environmental intervention requires prior authorization from the relevant environmental agency (IEF - Instituto Estadual de Florestas). In 2022, the Legal Reserve and Environmental Preservation Areas of the airport were declared through the Rural Environmental Registry (CAR), in line with the guidelines of Federal Law No. 12,651 of May 25, 2012. Thus, BH Airport is awaiting the CAR to be formally/finally approved by the relevant environmental agency. The PTRF was filed with the environmental agency in charge at the time.

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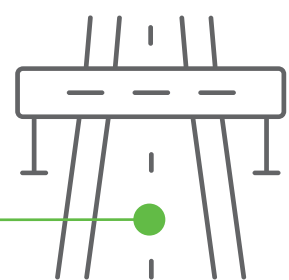
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¹⁷ The most affected native species are very common bird species, linked to the peri-urban and urban environment, mainly associated with attractions around airports. Ex.: Southern lapwing (*Vanellus chilensis*), caracara (*Caracara plancus*), vulture (*Coragyps atratus*) and columbiformes.



HIGHWAYS

Road widening work may have potential negative impacts on biodiversity involving wildlife, flora, and water resources. To reduce these impacts, activities are carried out to scare off, rescue, and monitor wildlife, and preventive control actions are taken, such as the implementation of containment structures to avoid sediment from being dragged into the watercourse, as well as monitoring the quality of the water when water resources are impacted by the project. Where intervention is needed in Conservation Units and Permanent Preservation Areas, these sites are recovered after completion of the work and environmentally compensated by means of compensatory planting and land legalization in Conservation Units, in accordance with the applicable legislation.

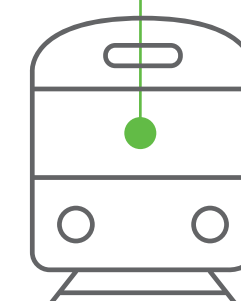
With regard to flora, **207.56 ha** were restored in 2022, the size of 279 soccer fields: **154 ha were restored through planting and 53.5 ha through land legalization.** A total of **228 species were planted.** Of these, five are threatened or protected by law

During expansion work, wildlife crossings and underpasses are installed to facilitate the movement of animals between forest fragments crossed by the highways. Wildlife crossings are monitored by the concessionaires' operations team in order to identify their effectiveness and check which species of animals are using them.

The engagement of the team responsible for managing the construction work and of the contractors is essential for the success of these actions. To this end, training sessions are held on a regular basis to align expectations and share the difficulties encountered in the process. **Monthly bulletins are shared containing the consolidation of the environmental monitoring data for the month, progress in complying with environmental requirements, and the consolidated environmental index.** In addition, through the pilot project to evaluate the performance of suppliers, which was developed together with the team responsible for managing the projects, it is possible to obtain effectiveness results based on environmental indicators.

In 2022, we planted **61.48 hectares** in a Private Natural Heritage Reserve (RPPN) in the municipality of Bonito (MS). The RPPN has initiatives in place for rescuing, rehabilitating, and reintegrating wild animals that have been trafficked and encourages the reforestation of riparian forests and environmental care in the Rio da Prata Basin region

GRI 304-3



MOBILITY

This requirement does not apply to rail operations, given the scope of the concession agreements, which are associated with operation and maintenance processes.

On the maritime crossing of Barcas (ferryboat) in the South Division stretch (Mangaratiba, Ilha Grande, and Angra dos Reis), there is an environmental preservation area where the company performs preventive maintenance of its vessels and facilities, provides training to respond to emergency situations, and has environmental permitting with internal controls to meet the applicable legal and environmental requirements.

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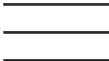
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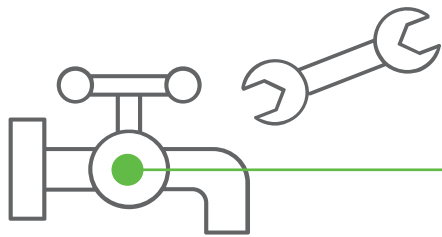
Water **_GRI 303-1, 303-2, G4-AO4_**

To ensure the most appropriate form of water withdrawal, which is mostly done through the public utility network, we sponsor initiatives aimed at the rational use, reduction, and reuse of water in our activities and facilities. **We monitor water consumption and organize initiatives to reduce consumption by investing in infrastructure, awareness-raising, and training.** All business units comply with the applicable legislation at the Federal, State, and Municipal levels, and each business unit is responsible for its own management.

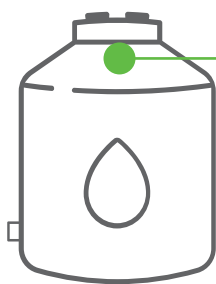
At BH Airport, projects related to water consumption and effluent treatment were developed and executed, resulting in a reduction in the generation of effluents. Currently, **a project is underway to reduce water consumption and effluent generation by replacing the faucet aerators in the restrooms of passenger terminals, the airline support building, and the cargo terminal.** The Grey Water Treatment Plant and the Aircraft Wastewater Treatment Plant (Cloaca) are in the commissioning phase.

In the case of the airports that make up the South Block, North-Central Block, and Pampulha, the effluents from surface runoff and unused rainwater are monitored every six months at sampling points in the Water and Oil Separator Tanks. The collection procedures comply with the regulatory standards of CONAMA Resolution 430/11, as well as with the more restrictive requirements of the state or local municipal legislation, or even with the environmental requirements of the airport's operating permit.

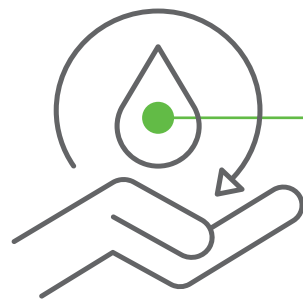
Note: Since water is not a material topic for CCR, we do not respond to the CDP Water questionnaire and do not have reduction targets.



Flow reducers: installation of flow reducers on all faucets



Reservoir cleaning: when cleaning the reservoirs, the valves are operated to interrupt the supply (only keeping the consumption register open). Only water is drained without the possibility of reuse



Water reuse and rainwater collection project: the ViaOeste unit has a reuse system at km 74, with a 5,000-liter reservoir and rainwater collection system at the headquarters, at the Osasco (SP) toll booth and at the base of conservation in Sorocaba (SP), all complying with ABNT Standard nº 15.527

TOTAL WATER CAPTURE (MEGALITERS) **_GRI 303-3_**

Funding sources	CCR GROUP		
	2020	2021	2022
Rrainwater	2.59	1.39	0.84
Groundwater	176.95	157.46	172.34
Produced water (reuse)	5.6	3.94	9.84
Total municipal water supplies	328.46	330.59	1,037.16
Total CCR	513.59	493.38	1,220.18
Repassed water	50.57	60.42	0
Grand total	564.16	553.8	1,220.18

1 All water collected by the CCR Group is made up of fresh water.
2 There was no capture of sea and produced water.
3 As water is not a material issue, we do not carry out studies to identify operations in areas of water stress.
4 Data for 2022 considers CCR Autoban, CCR MSVia, CCR RioSP, CCR RodoAnel, CCR ViaOeste, CCR SPVias, CCR ViaCosteira, CCR ViaSul, CCR ViaLagos, ViaRio, CCR Metrô Bahia, VLT Carioca, ViaQuatro, ViaMobilidade – Line 5, ViaMobilidade – Lines 8 and 9, CCR Barcas, BH Airport, Pampulha, South Block and Central Block, in addition to the offices in São Paulo (Holding), Brasília, GBS (Global Business Services) and SAMM .
5 Data from CCR ViaCosteira as of 2021.

Waste _GRI 3-3, 306-1, 306-2_

Reducing waste generation is one of the actions included in our **ESG Master Plan**. Accordingly, we closely monitor the indicators related to this topic, both for mitigating possible risks generated during storage and disposal of waste, and to enhance the opportunities associated with its reuse, recovery, and recycling. We also act in accordance with the relevant legislation at the Federal, State, and Municipal levels and in accordance with the National Solid Waste Policy (PNRS), which provides for a reduction of recyclable waste sent to landfills, among other actions. We also manage and act under the premises of the 5Rs – Refuse, Rethink, Reduce, Reuse, and Recycle – throughout the value chain.

CCR Mobilidade's units manage this topic based on the guidelines of the Solid Waste Management Plan (PGRS), the Solid Healthcare Waste Management Plan (PGRSS), and the Civil Construction Waste Management Plan (PGRCC), taking into account the legal requirements established by Federal, State, and Municipal laws and in compliance with contractual obligations and requirements set forth in their environmental permits.



WASTE GENERATED (TONS) _GRI 306-3_

	CCR GROUP		
	2020	2021	2022
Rubber	870.48	647.29	939.93
Electronics	46.91	106.72	14.90
Rubble	8,342.60	14,598.62	17,309.05
Fats and oils	112.42	159.79	153.76
Effluent treatment sludge	0.02	227.99	105.37
Cells, batteries and light bulbs	10.08	21.24	50.76
Chemicals and contaminated	132.51	117.91	162.43
Recyclables (paper, plastic, glass and metal)	3,622.44	1,482.64	3,412.14
Health waste	94.48	5.69	24.57
Organic waste	28,980.33	10,948.51	4,418.56
Uniforms/PPE	3.26	3.67	12.53
Others	109.87	93.61	10,619.50
Total	42,325.41	28,413.68	37,223.50

DISPOSAL OF WASTE

Tons	CCR GROUP			
	2019	2020	2021	2022
Total waste recycled/reused	4,651.63	4,751.65	6,357.67	9,206.01
Total waste discarded	87,249.43	37,573.75	22,056.01	28,017.49
Grounded waste	86,874.91	37,066.17	21,587.73	27,678.41
Waste incinerated with energy recovery (incinerator)	51.01	53.85	23.74	0
Waste incinerated without energy recovery (chamber incinerator)	1.93	0.04	0.14	22.21
Waste otherwise disposed of (autoclave, co-processing, chemical stabilization, effluent treatment and anaerobic lagoon)	321.58	453.69	444.4	316.87

1 Annually, the publication of the Integrated Annual Report (RAI) precedes the assurance of the Greenhouse Gas Emissions Inventory. Annually, the RAI is published in the first quarter and the inventory in the second quarter, as we follow the guidelines of the Brazilian GHG Protocol Program. Thus, in the audit of the inventory carried out in 2022, an improvement in the conversion of waste data was reported, resulting in a reduction in the volume of waste in relation to the data reported in 2021.

2 Considers 100% of the units over which the CCR Group has operational control. The waste reuse rate was 25.02%, surpassing the 2022 target.



The **reduction in waste generation** is one of the actions followed in our ESG Master Plan

CCR Metrô Bahia adopts good environmental practices for proper management of solid waste and donating paper, cardboard, plastic, and cans to a co-operative. Waste that cannot be donated is disposed of in an environmentally adequate manner to minimize negative impacts to the environment. Waste metal with monetary value, such as copper, and large metal material are sold. Used lubricating oil and batteries are also sold, and electronics and tires are recycled.

The business unit CCR Rodovias causes potential impacts due to the generation of hazardous and non-hazardous waste from the operation and maintenance of its assets, such as soil contamination, changes in the quality of surface water resources, and groundwater contamination. However, it also **has a potentially positive impact on the environment and on the economy, since the reclaimed asphalt pavement (RAP) is used in small-scale routine conservation work throughout the project.** This material is also donated and auctioned,

then reused in an open cycle, according to the Standard for Disposal of Reclaimed Asphalt Pavement (*Norma de Destinação de Material Fresado* - NOR 022).

Part of the waste generated by the concessionaires is managed by the organization, and the other part is managed by a third party. The waste managed by the organization follows the PGRS, PGRSS, and the Normative Instruction on the Solid Waste Management Plan (IN 14). As for waste managed by third parties (mainly waste from routine conservation activities), the process used is based on the Minimum Requirements for suppliers and on the Normative Instruction for Third-Party Classification in the Scope of Sustainability (IN 016). The service agreements specify the need for proper waste disposal, in accordance with the legislation in force. Finally, contractors submit the Waste Transportation Manifests (MTR - *Manifestos de Transporte de Resíduos*) and the Final Waste Disposal Certificate for the concessionaires to monitor.

The waste generated by CCR Aeroportos is collected internally by the cleaning team, sent to the Waste Storage Center, weighed, and grouped by type of waste. External collection, as well as final disposal, is carried out by a duly licensed contractor, which compiles all data, waste transportation manifests issued/received, final disposal certificates, and prepares a report for measuring and approving the services performed. This contractor also monitors and suggests actions to divert waste from landfills, promoting recycling and reuse.

PATHS OF INNOVATION

The CCR Group achieved the TOP 3 classification in the TOP Open Corps 2022 Ranking in the Sanitation, Waste Management, and Infrastructure category, announced by 100 Open Startups, which recognizes the corporations that most practiced open innovation with startups in the country in the last year. This is the second consecutive year CCR has achieved a prominent position in the ranking, which has consolidated itself as the largest corporate ranking in Latin America and is considered a reference for the market.



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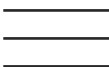
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WASTE NOT INTENDED FOR FINAL DISPOSAL **_GRI 306-4_**

The CCR Group is constantly seeking to reduce its environmental impacts, and it makes strong efforts to manage them in a strategic manner. The increase in emissions from the waste category generated in operations is a consequence of the entry of new business units in 2022 and the re-classification of emission factors for waste sent to landfills with methane recovery, which has improved the calculation of emissions based on the GHG Protocol. There was a significant decrease in the volume of organic waste generated, but an increase in the Other category, both as a result of the reclassification of its final destination.

Furthermore, the group encourages practices to reduce waste generation and, when this is not possible, seeks more sustainable destinations for the waste generated in its operations. In 2022, the recycling category had a significant increase in the volume of materials, since it started to receive civil construction waste, which was previously sent to landfills. The volume in the reverse logistics category also increased due to the increased disposal of batteries, vehicle batteries, and tires.

	Dangerous			Not dangerous			Total		
	2020	2021	2022	2020	2021	2022	2020	2021	2022
Preparation for reuse	0.00	0.00	5.52	78.26	18.17	112.90	78.26	18.17	118.42
Recycling	344.44	289.71	963.12	3,989.39	5,652.92	7,771.37	4,333.83	5,942.63	8,734.49
Other recovery operations	0.00	0.98	0.00	5.04	2.00	0.00	5.04	2.98	0.00
Oil re-refining	68.61	66.86	102.08	0.00	0.00	0.00	68.61	66.86	102.08
Intermediate scrap dealers	0.69	0.39	0.00	253.40	303.08	204.75	254.09	303.47	204.75
Reverse logistic	8.87	17.49	33.42	1.90	4.94	0.00	10.77	22.43	33.42
Composting ¹	0.00	0.00	0.00	1.07	1.14	12.85	1.07	1.14	12.85
Total	422.61	375.43	1,104.14	4,329.06	5,982.25	8,101.87	4,751.67	6,357.68	9,206.01

WASTE DESTINED FOR FINAL DISPOSAL **_GRI 306-5_**

	Dangerous			Not dangerous			Total		
	2020	2021	2022	2020	2021	2022	2020	2021	2022
Sanitary landfill	0.28	0.26	22.79	10,162.67	8,598.14	20,610.45	10,162.95	8,598.40	20,633.23
Landfill with methane burning	0.00	3.53	500.10	25,285.18	10,348.61	6,500.18	25,285.18	10,352.14	7,000.28
Class i industrial landfill	8.11	0.67	9.18	0.00	1,188.35	0.00	8.11	1,189.02	9.18
Industrial landfill	0.06	0.00	35.72	78.51	1,448.16	0.00	78.57	1,448.16	35.72
Incineration	25.89	17.05	22.21	27.96	6.69	0.00	53.85	23.74	22.21
Incineration with camera	0.00	0.14	0.00	0.00	0.00	0.00	0.00	0.14	0.00
Autoclave	115.40	14.98	0.20	0.00	0.00	0.00	115.40	14.98	0.20
Coprocessing	115.36	257.30	201.01	222.90	105.21	10.28	338.25	362.51	211.30
Chemical stabilization	0.01	0.00	0.00	0.00	0.00	0.00	0.01	0.00	0.00
Wastewater treatment	0.02	66.92	0.30	0.00	0.00	105.07	0.02	66.92	105.37
Sorting with storage		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other disposal operations		0.00	0.00	1,531.36	0.00	0.00	1,531.36	0.00	0.00
Total	265.13	360.85	791.51	37,308.58	21,695.16	27,225.98	37,573.71	22,056.01	28,017.49

¹ All waste is sent outside the organization, except for 10.97 tons of organic waste destined for composting at the BH airport and 208 kg of scrap metal, wood, bricks, plastic that were reused internally at ViaCosteira.

² The increase in waste quality was strongly influenced by the entry of 17 new units.

³ Milling is considered a by-product.

⁴ Waste data from CCR ViaCosterira and VLT Carioca will be considered from 2021.

⁵ The data for 2022 considers the units CCR Autoban, CCR MSVia, CCR RioSP, CCR RodoAnel, CCR ViaOeste, CCR SPVias, CCR ViaCosteira, CCR ViaSul, CCR ViaLagos, ViaRio, CCR Metrô Bahia, VLT Carioca, ViaQuatro, ViaMobilidade – Linha 5 , ViaMobilidade – Lines 8 and 9, CCR Barcas, BH Airport, Pampulha, South Block and Central Block, in addition to the offices in São Paulo (Holding), Brasília, GBS (Global Business Services) and SAMM.

Assurance report _GRI 2-5_



Conclusion

Based on the procedures performed, described in this report and the evidence obtained, nothing has come to our attention that causes us to believe that the non-financial information included in the Integrated Report for the year ended December 31, 2022 of CCR S.A., have not been prepared, in all material respects, in accordance with the Sustainability Reporting Standards of the Global Reporting Initiative - GRI, the Sustainability Accounting Standard - Engineering & Construction Services, Professional & Commercial Services and Road Transportation, of the Sustainability Accounting Standards Board (SASB) and with the Guidance CPC 09 - Integrated Reporting (which correlates to the Integrated Reporting Framework prepared by the International Integrated Reporting Council - IIRC).

São Paulo, March 06, 2023

KPMG Auditores Independentes Ltda.
CRC 2SP014428/O-6
Original report in portuguese signed by

Sebastian Yoshizato Soares
Accountant CRC 1SP257710/O-4

KPMG Auditores Independentes Ltda., uma sociedade simples brasileira, de responsabilidade limitada e firma-membro da organização global KPMG de firmas-membro independentes licenciadas da KPMG International Limited, uma

KPMG Auditores Independentes Ltda., a Brazilian limited liability company and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company



Responsibility of the independent auditors

Our responsibility is to express a conclusion on the non-financial information included in the Integrated Report 2022, based on the limited assurance engagement conducted in accordance with Technical Communication CTO 07/2022 issued by the CFC, and based on NBC TO 3000 - Assurance Engagements other than Audits and Reviews, also issued by the CFC, which is equivalent to international standard ISAE 3000 - Assurance engagements other than audits or reviews of historical financial information, issued by the International Auditing and Assurance Standards Board (IAASB). These standards require compliance by the auditor with ethical requirements, independence, and other responsibilities relating to it, including the application of the Brazilian Quality Control Standard (NBC PA 01) and, therefore, the maintenance of a comprehensive quality control system, including documented policies and procedures on compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

Additionally, the standards require that the work be planned and performed with the objective of obtaining limited assurance that the non-financial information in the Integrated Report 2022, taken as a whole, is free from material misstatement.

A limited assurance engagement conducted in accordance with NBC TO 3000 (ISAE 3000) mainly consists of inquiries to CCR S.A.'s management and other CCR S.A.'s professionals who are involved in the preparation of information, as well as the application of analytical procedures to obtain evidence that enables us to conclude, in a limited assurance manner, on the information taken as a whole. A limited assurance engagement also requires the performance of additional procedures when the independent auditor becomes aware of matters that lead him to believe that the information disclosed in the Integrated Report, taken as a whole, may present material misstatements.

The procedures selected were based on our understanding of the aspects relating to the compilation, materiality and presentation of the information contained in the Integrated Report 2022, other circumstances of the engagement and our consideration of areas and the processes associated with the material information disclosed in the Integrated Report 2022 where material misstatements could exist. The procedures comprised, among others:

- a. planning the work, considering the materiality of the aspects for CCR S.A.'s activities, the relevance of the information disclosed, the volume of quantitative and qualitative information and the operating and internal control systems that served as a basis for the preparation of the information contained in the Integrated Report 2022.
- b. the understanding of the calculation methodology and the procedures for the compilation of the indicators through inquiries with the managers responsible for the preparation of the information;
- c. the application of analytical procedures on the quantitative information and inquiries on the qualitative information and its correlation with the indicators disclosed in the information contained in the Integrated Report 2022; and

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Assurance report _GRI 2-5_



- d. for the cases in which the non-financial data correlate with indicators of a financial nature, the confrontation of these indicators with the accounting statements and/or accounting records.
- e. analysis of the processes for preparing the Report and its structure and content, based on the Content and Quality Principles of the Sustainability Reporting Standards of the Global Reporting Initiative - GRI, with the Sustainability Accounting Standard - Engineering & Construction Services, Professional & Commercial Services and Road Transportation, of the Sustainability Accounting Standards Board (SASB), with the CPC 09 Guidance - Integrated Reporting (which correlates to the Basic Conceptual Framework of Integrated Reporting, prepared by the International Integrated Reporting Council - IIRC);
- f. evaluation of the sampled non-financial indicators;
- g. understanding the calculation methodology and the procedures for the compilation of the indicators through interviews with the managers responsible for the preparation of the information;
- h. analysis of the reasonableness of the justifications for the omission of performance indicators associated with aspects and topics indicated as material in the Company's materiality analysis.

The limited assurance work also comprised adherence to the guidelines and criteria of the GRI - Standards elaboration framework applicable in the preparation of the information included in the Integrated Report 2022.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

Scope and limitations

The procedures performed in limited assurance work vary in nature and timing, and are smaller in extent than in reasonable assurance work. Consequently, the level of assurance obtained in limited assurance work is substantially lower than that which would be obtained if reasonable assurance work had been performed. If we had performed reasonable assurance work, we could have identified other issues and possible distortions that may exist in the information contained in the Report. Therefore, we do not express an opinion on this information.

Non-financial data are subject to more inherent limitations than financial data, given the nature and diversity of the methods used to determine, calculate or estimate these data. Qualitative interpretations of materiality, relevance, and accuracy of the data are subject to individual assumptions and judgments. Additionally, we did not perform any work on data reported for prior periods, nor in relation to future projections and targets.

The preparation and presentation of sustainability indicators followed the GRI - Standards criteria and, therefore, are not intended to ensure compliance with social, economic, environmental or engineering laws and regulations. These standards do, however, provide for the presentation and disclosure of any non-compliance with such regulations when significant sanctions or fines are incurred. Our assurance report must be read and understood in this context, inherent to the selected criteria (GRI - Standards).

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Conclusion

Based on the procedures performed, described in this report and the evidence obtained, nothing has come to our attention that causes us to believe that the non-financial information included in the Integrated Report for the year ended December 31, 2022 of CCR S.A., have not been prepared, in all material respects, in accordance with the Sustainability Reporting Standards of the Global Reporting Initiative - GRI, the Sustainability Accounting Standard - Engineering & Construction Services, Professional & Commercial Services and Road Transportation, of the Sustainability Accounting Standards Board (SASB) and with the Guidance CPC 09 - Integrated Reporting (which correlates to the Integrated Reporting Framework prepared by the International Integrated Reporting Council - IIRC).

São Paulo, March 06, 2023

KPMG Auditores Independentes Ltda.
CRC 2SP014428/O-6
Original report in portuguese signed by

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GRI content index and SASB

GRI STANDARD	DISCLOSURE	COMMENTS / OMISSIONS	PAGE
GENERAL DISCLOSURES			
GRI 2: General Disclosures 2021	2-1: Organizational details		16
	2-2: Entities included in the consolidated financial statements	According to DFP – Standardized Financial Statements available at the Results Center – CCR.	11, 16
	2-3: Reporting period	CCR S.A reported in accordance with the GRI Standards for the period 01/01/2022 to 12/31/2022.	11
	2-4: Restatements of information	There were no restatements of information.	
	2-5: External assurance	The Company's Board of Directors deliberated on the hiring of KPMG Auditores Independentes Ltda. for the provision of independent audit services for its financial statements and those of its subsidiaries from 2022 to 2026.	111
	2-6: Activities, value chain and other business relationships		88
	2-7: Employees		63
	2-8: Workers who are not employees	CCR has workers who are not employees (outsourced workers) working in its operations; however it is not possible to specify how many, as this information is not currently controlled. In order to solve the problem, there is a project underway to improve third-party management, which provides for the definition of several indicators, including the number of third-party employees working in the business units. CCR outsources the following services: conservation and maintenance, cleaning of facilities, construction, assembly, consulting, signage, security, surveillance, and operational and administrative support.	
	2-9: Governance structure and composition		21
	2-10: Nomination and selection of the highest governance body		21
	2-11: Chair of the highest governance body		21
	2-12: Role of the highest governance body in overseeing the management of impacts		21, 22

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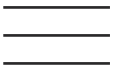
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GRI STANDARD	DISCLOSURE	COMMENTS / OMISSIONS	PAGE
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GRI 2: General Disclosures 2021	2-13: Delegation of responsibility for managing impacts		22
	2-14: Role of the highest governance body in sustainability reporting		11, 22, 26
	2-15: Conflicts of interest		30
	2-16: Communication of critical concerns		31
	2-17: Collective knowledge of the highest governance body		38
	2-18: Evaluation of the performance of the highest governance body		24
	2-19: Remuneration policies		26
	2-20: Process to determine remuneration		67
	2-21: Annual total compensation ratio		26
	2-22: Statement on sustainable development strategy		3, 4, 6, 38
	2-23: Policy commitments		38
	2-24: Embedding policy commitments		24, 32, 38
	2-25: Processes to remediate negative impacts		31, 32
2-26: Mechanisms for seeking advice and raising concerns		28	

GRI STANDARD	DISCLOSURE	COMMENTS / OMISSIONS	PAGE
GENERAL DISCLOSURES			
GRI 2: General Disclosures 2021	2-27: Compliance with laws and regulations	Highways Administrative proceedings incurring fines and not subject to administrative appeal in 2022: 7 notices of violation, totaling R\$933,673.00. Administrative proceedings incurring fines and not subject to administrative appeal in 2020 and 2021: 2.	28
		Airports There is no information to be provided for the period.	
		Services/ Corporate Administrative proceedings incurring fines and not subject to administrative appeal in 2022: 1 notice of violation, totaling R\$2,012.66. Administrative proceedings incurring fines and not subject to administrative appeal in 2020 and 2021: none.	
		Mobility Cases in which fines were applied in the reporting period (2022): 03 <ul style="list-style-type: none">CADE VLT: fine applied due to the recognition of a concentration act corresponds to the acquisition, by Companhia de Investimentos em Infraestrutura e Serviços, of the unitary control of the Concessionária do VLT Carioca S/A. The acquisition of unitary control was only notified to CADE months after its occurrence, which, based on arts. 88, I, and II, and 90, II, of Law 12,529/2011, is a concentration act subject to a fine. Said fine has already been paid and negotiated in accordance with CADE.Sanitary Surveillance 8 and 9: infraction notice No. 017493 in progress before the Sanitary Surveillance, which investigates non-compliance with the rule “maintain the conditions and organization of work in order to guarantee the promotion, protection and preservation of the worker’s health ”, due to a fatal accident with an employee, which occurred on 03/10/2022, on Lines 8 and 9. A fine was applied by the administrative authority and the Concessionaire is appealing the sanction imposed at the administrative headquarters.Sanctions 8 and 9: penalty of fine applied for breach of contractual obligation, according to item 61.2 of Annex V (Inspection Term 004/2022 - “Q088 train, given prefix U8067, opened the doors on the opposite side to the platform at the Antonio João station (AJO) on Line 8, and the Operator did not inform the CCO and the occurrence was reported by the station’s security team. There were no reports of accidents with passengers”.	
		Fines for cases of non-compliance with laws and regulations that occurred during the period: <ul style="list-style-type: none">CADE VLT: BRL 610,258.89Health Surveillance 8 and 9: BRL 1,000,000.00Penalty 8 and 9: BRL 100,000.00 Administrative proceedings with the imposition of a fine and not subject to appeal at the administrative level in 2022: 1 assessments, amounting to R\$ 98,407.98. Administrative proceedings with the imposition of a fine and not subject to appeal at the administrative level in 2020 and 2021: 10	
		Highway Division: Cases whose penalty is greater than BRL 5,000,000.00 (five million)	
		Airport Division: Cases whose penalty is greater than BRL 5,000,000.00 (five million)	
		Services/ Corporate: Cases whose penalty is greater than BRL 5,000,000.00 (five million)	
		Mobility Division: Cases relating to the concession of lines 8 and 9 of the metro-rail network in the metropolitan region of SP were considered significant, due to the volume of cases and their sanctioning potential in together, as well as Cases whose penalty is greater than R\$ 5,000,000.00 (five million).	

GRI STANDARD		DISCLOSURE	COMMENTS / OMISSIONS	PAGE
GENERAL DISCLOSURES				
GRI 2: General Disclosures 2021	2-28: Membership associations		<ul style="list-style-type: none">Associação Brasileira das Companhias Abertas (ABRASCA - Brazilian Association of Publicly-Traded Companies).União Internacional de Transporte Público (UITP - National Public Transport Association).Associação Brasileira da Infraestrutura e Indústrias de Base (ABDIB - Brazilian Infrastructure and Heavy Industries Association).Associação Brasileira de Comunicação Empresarial (ABERJE - Brazilian Association of Corporate Communication).Regional Council of Administration, Engineering, Agronomy, Medicine, Nursing and Pharmacy, according to the technical training of employees.Associação Brasileira das Empresas de Serviços de Telecomunicações Competitivas (TELCOMP - Brazilian Association of Competitive Telecommunications Services Companies) – through Samm; Associação Brasileira de Qualidade de Vida (ABQV - Brazilian Quality of Life Association) <p>Highways</p> <ul style="list-style-type: none">Associação Comercial do Rio de Janeiro (ACRJ - Commercial Association of Rio de Janeiro) – through CCR ViaLagos.Federação das Indústrias do Rio de Janeiro (FIRJAN – Industries Federation of Rio de Janeiro).CREA-SP (Regional Council of Engineering and Architecture of São Paulo).Associação Brasileira de Concessionárias de Rodovias (ABCR – Brazilian Association of Highway Concessionaires); SINCROD – Sindicato Nacional das Concessionárias de Rodovias, Vias Urbanas, Pontes e Túneis (Brazilian Union of Highway, Urban Road, Bridge, and Tunnel Concessionaires). <p>Mobility</p> <ul style="list-style-type: none">Associação Latino-Americana de Metrô e Subterrâneos (Alamys - Latin American Association of Metros and Subways).Associação Nacional dos Transportadores de Passageiros sobre Trilhos (ANP Trilhos - National Association of Transporters of Rail Passengers).CREA-RJ (Regional Council of Engineering and Architecture of Rio de Janeiro).FIRJAN; Associação Brasileira de O2O (Brazilian O2O Association) <p>Airports</p> <ul style="list-style-type: none">Airport Council International (ACI).Associação Nacional das Empresas Administradoras de Aeroportos (ANEAA -National Association of Airport Management Companies).Associação dos Desenvolvedores do setor Norte (AV Norte - North Sector Developers Association); Associação Nacional das Empresas Administradoras de Aeroportos (ANEAA - Brazilian Association of Airport Management Companies)	
	2-29: Stakeholder engagement			12, 39, 43, 87, 89, 90
	2-30: Collective bargaining agreements			63
MATERIAL TOPICS				
GRI 3: Material topics 2021	3-1: Process to determine material topics			12, 40, 90
	3-2: List of material topics			12, 40, 90



GRI STANDARD	DISCLOSURE	COMMENTS / OMISSIONS	PAGE
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ECONOMIC PERFORMANCE			
GRI 3: Material topics 2021	3-3: Evaluation of the management approach		46
GRI 201: Economic Performance 2016	201-1: Direct economic value generated and distributed		46
	201-2: Financial implications and other risks and opportunities due to climate change		37, 40, 99
INDIRECT ECONOMIC IMPACTS			
GRI 3: Material topics 2021	3-3: Evaluation of the management approach		90
GRI 203: Indirect economic impacts	203-1: Infrastructure investments and services supported		90
ANTI-CORRUPTION			
GRI 3: Material topics 2021	3-3: Evaluation of the management approach		28
GRI 205: Anti-corruption 2016	205-1: Operations assessed for risks related to corruption		29
	205-2: Communication and training about anti-corruption policies and procedures		28
	205-3: Confirmed cases of corruption and actions taken	In 2022, there were no confirmed cases of corruption in the CCR Group.	29
ANTI-COMPETITIVE BEHAVIOR			
GRI 3: Material topics 2021	3-3: Evaluation of the management approach		28, 40
GRI 206: Anti-competitive Behavior 2016	206-1: Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	In 2022, no lawsuits related to the topic were registered.	30

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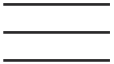
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Energy			
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GRI 302: Energy 2016	302-1: Energy consumption within the organization		102
	302-4: Reduction of energy consumption		102
WATER AND EFFLUENTS			
GRI 303: Water and effluents 2018	303-1: Interactions with water as a shared resource		107
	303-2: Management of water discharge-related impacts		107
	303-3: Water withdrawal		107
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GRI 3: Material topics 2021	3-3: Evaluation of the management approach		98, 105
GRI 304: Biodiversity 2016	304-2: Significant impacts of activities, products and services on biodiversity		105
	304-3: Protected or Restored Habitats		105, 106
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GRI 3: Material topics 2021	3-3: Evaluation of the management approach		99
GRI 305: Emissions 2016	305-1: Direct (Scope 1) GHG emissions		100
	305-2: Energy indirect (Scope 2) GHG emissions		100
	305-3: Other indirect (Scope 3) GHG emissions		101
	305-5: Reduction of GHG emissions		146



GRI STANDARD	DISCLOSURE	COMMENTS / OMISSIONS	PAGE
ENVIRONMENT			
WASTE			
GRI 3: Material topics 2021	3-3: Evaluation of the management approach		108
	306-1: Waste generation and significant waste-related impacts		108
GRI 306: Waste 2018	306-2: Management of significant waste-related impacts		108
	306-3: Waste generated		108
	306-4: Waste diverted from disposal		110
	306-5: Waste directed to disposal		110
SUPPLIER ENVIRONMENTAL ASSESSMENT			
GRI 3: Material topics 2021	3-3: Evaluation of the management approach		88
GRI 308: Supplier environmental assessment	308-1: New suppliers that were screened using environmental criteria	CCR still does not have environmental criteria in its decision-making matrix. In 2022, we started a pilot project to be implemented in critical categories and suppliers throughout 2023/2024. In addition, in 2023 the Supplier Management Program will be implemented, in which environmental issues will be evaluated in the approval of suppliers and will be part of the purchasing process.	
SOCIAL			
EMPLOYMENT			
GRI 3: Material topics 2021	3-3: Evaluation of the management approach		65
GRI 401: Employment 2016	401-1: New employee hires and employee turnover		65, 66

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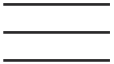
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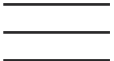
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GRI STANDARD	DISCLOSURE	COMMENTS / OMISSIONS	PAGE
SOCIAL			
OCCUPATIONAL HEALTH AND SAFETY			
GRI 3: Material topics 2021	3-3: Evaluation of the management approach		74
	403-1: Occupational health and safety management system		74
	403-2: Hazard identification, risk assessment, and incident investigation		74
	403-3: Occupational health services		74, 75
	403-4: Worker participation, consultation, and communication on occupational health and safety		74, 75
	403-5: Worker training on occupational health and safety		74, 76
GRI 403: Occupational Health and Safety 2018	403-6: Promotion of worker health		76
	403-7: Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		74
	403-8: Workers covered by an occupational health and safety management system		77
	403-9: Work-related injuries		77
	403-10: Work-related ill health	The number and rate of deaths resulting from occupational diseases: 0. The number of cases of mandatory reporting occupational diseases: 0. The main activities that present risks of occupational diseases are: maintenance operations, cleaning, conservation, property security and the operation of the CCR Group's assets, such as operation of highways, airports and mobility services. CCR maintains the management of risks to the occupational health of its employees through actions such as the Risk Management Program (PGR) and the Medical Control Program of Occupational Health (PCMSO), in addition to health promotion initiatives and campaigns. Of particular note in the Mobility division is the promotion of actions to improve the physical conditioning of security agents who carry out patrolling at subway and railway stations, the coronavirus prevention and control program carried out in all business units, among other initiatives that are adopted to mitigate the risks.	74



GRI STANDARD	DISCLOSURE	COMMENTS / OMISSIONS	PAGE
SOCIAL			
TRAINING AND EDUCATION			
GRI 3: Material topics 2021	3-3: Evaluation of the management approach		68
GRI 404: Training and Education 2016	404-1: Average hours of training per year, per employee		65, 68, 69
	404-2: Employee Skills Improvement and Career Transition Assistance Programs		68
	404-3: Percentage of employees receiving regular performance and career development reviews		65, 68
DIVERSITY AND EQUAL OPPORTUNITY			
GRI 3: Material topics 2021	3-3: Evaluation of the management approach		65
GRI 405: Diversity and Equal Opportunity 2016	405-1: Diversity of governance bodies and employees		71, 73
	405-2: Ratio of basic salary and remuneration of women to men		73, 130
NON-DISCRIMINATION			
GRI 3: Material topics 2021	3-3: Evaluation of the management approach		31
GRI 406: Non-discrimination 2021	406-1: Incidents of discrimination and corrective actions taken		31
CHILD LABOR			
GRI 3: Material topics 2021	3-3: Evaluation of the management approach		32
GRI 408: Child Labor 2016	408-1: Operations and suppliers at significant risk for incidents of child labor	We did not identify any operations or suppliers involved in cases of child labor.	34
FORCED OR MANDATORY LABOR			
GRI 3: Material topics 2021	3-3: Evaluation of the management approach		32
GRI 409: Forced or Compulsory Labor 2016	409-1: Operations and suppliers at significant risk for incidents of forced or compulsory labor	We did not identify any operations or suppliers involved in cases of forced or compulsory labor.	34

GRI STANDARD	DISCLOSURE	COMMENTS / OMISSIONS	PAGE
SOCIAL			
LOCAL COMMUNITIES			
GRI 3: Material topics 2021	3-3: Evaluation of the management approach		90
GRI 413: Local communities 2016	413-1: Operations with local community engagement, impact assessments, and development programs		90
SUPPLIER SOCIAL ASSESSMENT			
GRI 3: Material topics 2021	3-3: Evaluation of the management approach		
GRI 414: Supplier Social Assessment 2016	414-1: New suppliers that were screened using social criteria	CCR still does not have social criteria in its decision-making matrix. This year, some pilot projects are being carried out in which ESG enters the decision matrix, for implementation in critical categories and suppliers throughout 2023/2024. In addition, in 2023 the Supplier Management Program will be implemented, in which social issues will be evaluated in the approval of suppliers and will be part of the purchasing process.	
POLITICAL CONTRIBUTIONS			
GRI 3: Material topics 2021	3-3: Evaluation of the management approach		40
GRI 415: Political contributions	415-1: Political contributions	We do not make political contributions as required by law.	40
CONSUMER HEALTH AND SAFETY			
GRI 3: Material topics 2021	3-3: Evaluation of the management approach		78
GRI 416: Consumer Health and Safety 2016	416-2: Cases of non-compliance regarding health and safety impacts caused by products and services	In 2022, 10 cases relating to previous years were closed without any new proceedings initiated in the year.	
GRI G4 AIRPORT OPERATORS SECTOR DISCLOSURES			
	AO4: Quality of storm water by applicable regulatory standards		107
	AO6: Aircraft and pavement de-icing/anti-icing fluid used and treated by m3 and/or metric tonnes	No de-icing/anti-icing fluid is used at CCR airports. There is no procedure in place for use on aircraft, and there is no ESATA - Air Transport Auxiliary Services Company - that provides services to airlines that are prepared to perform de-icing operations on aircraft in Brazil.	
	AO8: Number of persons physically or economically displaced, either voluntarily or involuntarily, by the airport operator or on its behalf by a governmental or other entity, and compensation provided.compensação oferecida	No people were displaced in 2022 because the projects and construction work for all the airports will start in 2023.	
	AO9: Total annual number of wildlife strikes per 10,000 aircraft movements		105



SASB	DISCLOSURE	COMMENTS / OMISSIONS	PÁGINA
IF-EN-160a.1	Number of incidents of non-compliance with environmental permits, standards, and regulations		40
IF-EN-160a.2	Discussion of processes to assess and manage environmental risks associated with project design, siting, and construction		98
IF-EN-250a.2	Total amount of monetary losses as a result of legal proceedings associated with defect- and safety-related incidents	Not applicable to any of the modes (Highways, Airports, Mobility, Services, and Corporate), since there is no information to be provided.	
IF-EN-320a.1	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees		77
IF-EN-410a.1	Number of (1) commissioned projects certified to a third-party multi-attribute sustainability standard and (2) active projects seeking such certification		98
IF-EN-410a.2	Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design		102
IF-EN-410b.3	Amount of backlog for non-energy projects associated with climate change mitigation	Five urban mobility assets: ViaQuatro, CCR Metrô Bahia, VLT Carioca, ViaMobilidade Line 5, and Via Mobilidade Lines 8 and 9.	
IF-EN-510a.2	Total amount of monetary losses as a result of legal proceedings associated with charges of (1) bribery or corruption and (2) anticompetitive practices	Not applicable to any of the modes (Highways, Airports, Urban Mobility, Services, and Corporate), since there is no information to be provided.	
IF-EN-510a.3	Description of policies and practices for prevention of (1) bribery and corruption, and (2) anti-competitive behavior in the project bidding processes		28
SV-PS-230a.1	Description of approach to identifying and addressing data security risks		36
SV-PS-230a.2	Description of policies and practices relating to collection, usage, and retention of customer information		36
SV-PS-230a.3	1) Number of data breaches, 2) percentage involving customers' confidential business information or personally identifiable information, and 3) number of customers affected		36
SV-PS-330a.1	% of gender and racial/ethnic group representation for executive management and all other employees		71, 73, 149

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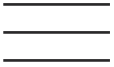
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ATTACHED CONTENTS



SASB	DISCLOSURE	COMMENTS / OMISSIONS	PÁGINA
SV-PS-330a.2	(1) Voluntary and (2) involuntary turnover rate for employees		65, 66, 128
SV-PS-330a.3	Employee engagement as a percentage		64, 102
SV-PS-510a.1	Description of approach to ensuring professional integrity		28
SV-PS-510a.2	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	For all modes – Highways, Airports, Mobility, Services and Corporate – it is not applicable, since there is no information to be provided.	
TR-RO-110a.1	Gross global Scope 1 emissions		144
TR-RO-110a.2	Discussion of long-term and short-term strategies and plans to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets		99
TR-RO-110a.3	(1) Total fuel consumed (2) Percentage natural gas (3) Percentage renewable		102
TR-RO-540a.1	Number of road accidents and incidents		86
TR-RO-540a.3	Total number of spills and releases of material dangerous to the environment (m³)	Total of approximately 300 m³ of spills and leaks in the environment, the main ones being: About 56 m³ of ethanol and diesel oil on BR 163 of the MSVia concessionaire About 150 m³ of diesel oil in the SP 280 of the SPVias concessionaire About 73 m³ of various substances at the ViaSul concessionaire, with the largest volume of gasoline/diesel oil on BR 386.	

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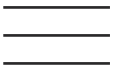
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INFORMATION ABOUT EMPLOYEES AND OTHER WORKERS **_GRI 2-7_**

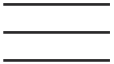
	CCR GROUP		HIGHWAYS		MOBILITY		AIRPORTS		SERVICES/CORPORATE	
	Man	Woman	Man	Woman	Man	Woman	Man	Woman	Man	Woman
Type of contract										
Permanent	10,063	5,866	2,939	3,064	5,554	1,553	754	343	816	906
Temporary	197	355	70	170	90	128	1	9	36	48
Full time	9,992	5,834	2,912	3,054	5,521	1,530	748	344	811	906
Part time	268	387	97	180	123	151	7	8	41	48
Total	10,260	6,221	3,009	3,234	5,644	1,681	755	352	852	954
Functional category										
Governance Bodies	9	5							9	5
Directors	55	18	5	1	5	1	10	2	35	14
Coordinators	201	111	56	24	43	24	36	15	66	48
Managers	156	82	23	9	38	15	34	12	61	46
Supervisors	443	146	128	32	239	66	63	25	13	23
Administrative	831	633	101	53	156	88	162	125	412	367
Operational	8,383	4,894	2,635	2,967	5,079	1,354	449	165	220	408
Interns	60	82	7	7	25	29	1	8	27	38
Apprentices	122	250	54	141	59	104	0	0	9	5
Age group										
Under 30 years	2,819	2,484	871	1,396	1,595	665	122	87	231	336
Between 30 and 50 years	6,418	3,380	1,731	1,639	3,609	908	541	251	537	582
Over 50 years	1,023	357	407	199	440	108	92	14	84	36
Region										
North	0	0	0	0	0	0	0	0	0	0
North East	969	417	0	0	969	417	0	0	0	0
Midwest	434	332	434	332	0	0	0	0	0	0
Southeast	8,365	4,773	2,083	2,203	4,675	1,264	755	352	852	954
South	492	699	492	699	0	0	0	0	0	0

Note: The companies considered are: CCR ViaLagos, CCR RodoNorte, CCR AutoBAn, CRR RioSP, CCR NovaDutra, CCR ViaOeste, CCR MSVia, CCR RodoAnel, CCR SPVias, CCR ViaSul, CCR ViaCosteira, CCR Barcas, VLT, CCR Metrô Bahia, ViaQuatro, ViaMobilidade, ViaMobilidade Lines – 8 and 9, BH Airport, Center Block Division, South Block Division, Pampulha, Four Trilhos, GBS and CCR S.A.

SPECIFIC CONTENT - EMPLOYMENT

TURNOVER _GRI 401-1, 405-1_

New hires and employee turnover	CCR GROUP					HIGHWAYS					MOBILITY					AIRPORTS					SERVICES/CORPORATE						
	Num-ber of employ-ees on 12/31/22	Hired	Dis-missed	Turnover on 12/31/22		Num-ber of employ-ees on 12/31/22	Hired	Dis-missed	Turnover on 12/31/22		Num-ber of employ-ees on 12/31/22	Hired	Dis-missed	Turnover on 12/31/22		Num-ber of employ-ees on 12/31/22	Hired	Dis-missed	Turnover on 12/31/22		Num-ber of employ-ees on 12/31/22	Hired	Dis-missed	Turnover on 12/31/22			
				Qtd.	%				Qtd.	%				Qtd.	%				Qtd.	%				Qtd.	%	Qtd.	%
Gender																											
Women	6,221	2,659	1,790	7,090	14.0%	3,222	1,650	1,458	3,414	6.0%	1,681	568	220	2,029	20.7%	349	121	34	436	24.9%	969	320	78	1,211	25.0%		
Men	10,260	2,680	2,126	10,814	5.4%	2,953	1,333	1,299	2,987	1.2%	5,644	859	674	5,829	3.3%	749	197	52	894	19.4%	914	291	101	1,104	20.8%		
Functional category																											
Governance Bodies	14	11	12	13	-7.1%	0	0	0	0	N/A	0	0	0	0	N/A	0	1	1	0	N/A	14	10	11	13	-7.1%		
Directors	73	2	5	70	-4.1%	6	0	0	0	N/A	6	0	0	6	N/A	12	1	1	12	0.0%	49	1	4	46	-6.1%		
Coordinators	312	34	15	331	6.1%	80	3	4	79	-1.3%	67	5	4	68	1.5%	51	2	5	48	-5.9%	114	24	2	136	19.3%		
Managers	238	21	12	247	3.8%	32	2	1	33	3.1%	53	3	5	51	-3.8%	46	4	3	47	2.2%	107	12	3	116	8.4%		
Supervisors	589	57	51	595	1.0%	160	33	31	162	1.3%	305	8	17	296	-3.0%	88	15	2	101	14.8%	36	1	1	36	0.0%		
Administrative	1,464	438	104	1,798	22.8%	154	41	14	181	17.5%	244	33	31	246	0.8%	287	82	25	344	19.9%	779	282	34	1,027	31.8%		
Operational	13,277	4,317	3,381	14,213	7.0%	5,602	2,648	2,502	5,748	2.6%	6,433	1,244	736	6,941	7.9%	614	202	38	778	26.7%	628	223	105	746	18.8%		
Interns	142	130	49	223	57.0%	14	17	8	23	64.3%	54	47	22	79	46.3%	9	11	2	18	100.0%	65	55	17	103	58.5%		
Apprentices	372	329	287	414	11.3%	195	239	197	237	21.5%	163	87	79	171	4.9%	0	0	9	-9	N/A	14	3	2	15	7.1%		
Age group																											
Under 30 years	5,303	2,441	1,606	6,138	15.7%	2,267	1,424	1,192	2,499	10.2%	2,260	677	319	2,618	15.8%	209	84	22	271	29.7%	567	256	73	750	32.3%		
Between 30 and 50 years	9,798	2,596	2,023	10,371	5.8%	3,370	1,381	1,355	3,396	0.8%	4,517	680	522	4,675	3.5%	792	208	55	945	19.3%	1,119	327	91	1,355	21.1%		
Over 50 years	1,380	302	287	1,395	1.1%	606	178	210	574	-5.3%	548	70	53	565	3.1%	106	26	9	123	16.0%	120	28	15	133	10.8%		
Region																											
North	0	0	0	0	N/A	0	0	0	0	N/A	0	0	0	0	N/A	0	0	0	0	N/A	0	0	0	0	N/A		
North East	1,386	266	223	1,429	0	0	0	0	0	N/A	1,386	266	223	1,429	3.1%	0	0	0	0	N/A	0	0	0	0	N/A		
Midwest	766	214	192	788	0	766	214	192	788	2.9%	0	0	0	0	N/A	0	0	0	0	N/A	0	0	0	0	N/A		
Southeast	13,138	4,004	2,880	14,262	0	4,286	1,914	1,944	4,256	-0.7%	5,939	1,161	671	6,429	8.3%	1,107	318	86	1,339	21.0%	1,806	611	179	2,238	23.9%		
South	1,191	855	621	1,425	0	1,191	855	621	1,425	19.6%	0	0	0	0	N/A	0	0	0	0	N/A	0	0	0	0	N/A		



TURNOVER RATE **_SASB SV-PS-330a.2_**

	CCR GROUP	HIGHWAYS	MOBILITY	AIRPORTS	SERVICES/CORPORATE
Total	17%	24%	12%	10%	9%
Voluntary	5%	7%	3%	5%	5%
Involuntary	12%	17%	9%	5%	5%

EMPLOYEE ENGAGEMENT **_SASB SV-PS-330a.3_**

CATEGORIES	CCR GROUP					HIGHWAYS				MOBILITY			AIRPORTS			SERVICES/CORPORATE		
	2020	2021	2022	GPTW 2022	2025 goal	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022	
% of total employees	82% ¹	-	67.1% ²	52% ³	GPTW: Be among the 150 best companies to work for	83% ⁴	-	63.8%	79%	58.6% ⁵	67.4%	67%	-	85%	88.5% ⁶	75.7%	70.8%	
% of actively engaged employees	80%	-	8.3%	84% ³		82.5% ⁴	-	8.3%	77%	8.3% ⁵	8.4%	81.0%	-	8.4%	80% ⁶	7.8%	8.3%	

2020 – Engagement Survey carried out with KornFerry for the entire CCR.
2021 – Pulse Survey carried out with Pulses, pilot for the CCR, GBS and Metrô Bahia units (status 12/06/2021).
1 Traditional Model Survey (1 questionnaire – 15 days).
2 Research Methodology Continuous Listening Pulse (8 cycles – 2 month period).
3 Survey (Sample) GPTW Methodology (1,000 employees selected by GPTW from different areas/businesses).
4 Medium InfraSP and LamVias.
5 Metro Bahia.
6 Average CCR and GBS.

EMPLOYEE ENGAGEMENT

	2022				
	CCR GROUP	HIGHWAYS	MOBILITY	AIRPORTS	SERVICES/ CORPORATE
Gender					
Men – Participation rate in the organizational climate survey	66.90%	62.70%	67.10%	85.30%	71.80%
Men – Organizational climate survey satisfaction score	8,4	8,4	8,3	8,4	8,5
Women – Participation rate in the organizational climate survey	67.40%	65.00%	68.50%	84.30%	69.90%
Women – Satisfaction score of the organizational climate survey	8,3	8,2	8,5	8,3	8,1
Age					
< 30 years old – Participation rate in the organizational climate survey	62.90%	60.70%	63.50%	81.40%	65.10%
< 30 years old – Satisfaction score from the organizational climate survey	8,3	8,2	8,4	8,5	8,4
Between 30 and 50 years old – Participation rate in the organizational climate survey	68.80%	65.30%	69.00%	85.60%	72.80%
Between 30 and 50 years old – Satisfaction score from the organizational climate survey	8,3	8,3	8,4	8,3	8,3
> 50 years – Participation rate in the organizational climate survey	67.70%	64.50%	66.70%	86.70%	75.40%
> 50 years – Satisfaction score from the organizational climate survey	8,5	8,5	8,4	8,6	8,4
Functional category					
Directors – Participation rate in the organizational climate survey	60.00%	54.70%	62.50%	–	61.10%
Directors – Organizational climate survey satisfaction score	7,9	6	8,6	–	8,3
Managers – Participation rate in the organizational climate survey	71.60%	59.00%	76.70%	86.10%	72.80%
Managers – Organizational Climate Survey Satisfaction Score	8,3	8,3	8,2	8,4	8,4
Coordinators – Participation rate in the organizational climate survey	76.90%	67.60%	67.50%	85.70%	85.70%
Coordinators – Organizational climate survey satisfaction score	8,2	8,2	8,4	7,9	8,3
Supervisors – Participation rate in the organizational climate survey	82.10%	78.60%	67.50%	90.00%	80.20%
Supervisors – Organizational climate survey satisfaction score	8,5	8,6	8,5	8,6	8,3
Interns – Participation rate in the organizational climate survey	61.00%	66.70%	65.10%	66.30%	54.00%
Interns – Organizational climate survey satisfaction score	8,7	8,4	8,6	9,1	9

PERCENTAGE OF EMPLOYEES THAT RECEIVE REGULAR PERFORMANCE AND CAREER DEVELOPMENT ASSESSMENTS IN 2022 **_GRI 404-3_**

	CCR GROUP			HIGHWAYS			MOBILITY			AIRPORTS			SERVICES/CORPORATE		
	Number of employees ¹	Received performance evaluation <small>2, 3, 4, 5</small>	%	Number of employees ¹	Received performance evaluation <small>2, 3, 4, 5</small>	%	Number of employees ¹	Received performance evaluation <small>2, 3, 4, 5</small>	%	Number of employees ¹	Received performance evaluation <small>2, 3, 4, 5</small>	%	Number of employees ¹	Received performance evaluation <small>2, 3, 4, 5</small>	%
Gender															
Men	10,260	8,702	85%	3,009	2,921	97%	5,644	5,074	90%	758	103	14%	849	604	71%
Women	6,221	4,859	78%	3,234	2,970	92%	1681	1,183	70%	352	47	13%	954	659	69%
Functional category															
Governance Bodies ⁶	14	11	100%	-	-	-	-	-	-	-	-	-	14	11	100%
Directors	73	75	103%	6	8	133%	6	10	167%	12	4	33%	49	53	108%
Coordinators	312	224	72%	80	83	104%	67	53	79%	51	29	57%	114	59	52%
Managers	238	211	89%	32	38	119%	53	50	94%	46	29	63%	107	94	88%
Supervisors	589	515	87%	160	169	106%	305	293	96%	88	19	22%	36	34	94%
Administrative	1,464	942	64%	154	129	84%	244	207	85%	287	65	23%	779	541	69%
Operational	13,277	11,583	87%	5,602	5,464	98%	6,433	5,644	88%	614	4	1%	628	471	75%
Interns	142	-	-	14	-	-	54	-	-	9	-	-	65	-	-
Apprentices	372	-	-	195	-	-	163	-	-	-	-	-	14	-	-

1 Based on GRI 2-7.

2 The reported number of total employees is taken from the December base and the number of evaluations is based on the employees who received the evaluation at the beginning of the year. 103%.

3 The numbers refer to an Assessment of Attitudes and Values broken down into behaviors.

4 We consider employees dismissed during the year 2022, we do not consider the companies ViaRio and Renovias.

5 The following did not participate in the Evaluation process: VLT and BHAirport companies, employees hired in 2022, unionized, on leave, with suspended or intermittent contracts and the categories of apprentices, interns, self-employed consultants and board members.

6 The assessment of the governance body is carried out collectively (together, by body) as provided for in article 18, paragraph 1, item I of the Novo Mercado Regulations and is not applicable to the Audit Committee, given that this is an independent supervisory body and therefore does not fit an evaluation. Being thus, for the Governance Body category, it is only applicable to the Board of Directors (11 members), therefore 100% and not 79%.

7 The numbers reported in the RAI 2021 are lower, as performance assessments were carried out only for employees in the Analysis and Management group.

RATIO BETWEEN BASE SALARY AND REMUNERATION RECEIVED BY WOMEN AND THOSE RECEIVED BY MEN _GRI 405-2_

	CCR GROUP			HIGHWAYS	MOBILITY	AIRPORTS	SERVICES/ CORPORATE
	2020	2021	2022	2022	2022	2022	2022
Functional category							
Governance Bodies	73.90%	80.30%	84.00%	82.51%	82.71%	98.38%	82.71%
Directors	100.90%	99.90%	93.00%	96.44%	85.32%	94.34%	91.58%
Coordinators	86.60%	101.20%	99.00%	84.19%	97.68%	113.99%	97.95%
Managers	106.70%	111.60%	121.00%	104.85%	97.14%	215.41%	101.95%
Supervisors	89.10%	87.50%	93.00%	77.21%	86.71%	102.19%	91.23%
Administrative	72.40%	76.00%	75.00%	70.49%	84.60%	100.92%	88.32%
Operational	102.00%	99.70%	100.00%	101.67%	99.03%	129.33%	99.50%
Interns	100.40%	97.90%	100.00%	101.39%	100.45%	0.00%	103.24%
Apprentices							

COMMUNICATION TO EMPLOYEES ABOUT ANTI-CORRUPTION POLICIES AND PROCEDURES **_GRI 205-2_**

Fight against corruption	CCR GROUP		HIGHWAYS		MOBILITY		AIRPORTS		SERVICES/CORPORATE	
	Qtd.	%	Qtd.	%	Qtd.	%	Qtd.	%	Qtd.	%
Region										
North East	1,268	8%	N/A	N/A	1,268	18%	N/A	N/A	N/A	N/A
Midwest	590	4%	590	9%	N/A	N/A	N/A	N/A	N/A	N/A
Southeast	12,664	78%	4,616	70%	5,660	79%	706	92%	1,682	96%
South	966	6%	966	15%	N/A	N/A	N/A	N/A	N/A	N/A
Total	15,488	95%	6,172	94%	6,928	97%	706	92%	1,682	96%
Functional category										
Directors	60	0%	7	0%	7	0%	6	1%	40	2%
Coordinators	295	2%	89	1%	67	1%	31	4%	108	6%
Managers	230	1%	38	1%	56	1%	34	4%	102	6%
Supervisors	599	4%	171	3%	309	4%	84	11%	35	2%
Administrative	1,306	8%	160	2%	243	3%	180	23%	723	41%
Operational	12,564	77%	5,530	84%	6,074	85%	368	48%	592	34%
Interns	129	1%	14	0%	46	1%	3	0%	66	4%
Apprentices	305	2%	163	2%	126	2%		0%	16	1%
Total	15,488	95%	6,172	94%	6,928	97%	706	92%	1,682	96%

1 Units considered: CCR ViaLagos, CCR RodoNorte, CCR AutoBAñ, CCR S.A, CCR ViaOeste, CCR RodoAnel, CCR SPVias, CCR MSVia, CCR ViaSul, CCR ViaCosteira, CCR RioSP, ViaRio, Renovias CCR Metrô Bahia, ViaQuatro, ViaMobilidade – Linhas 5 and 17, ViaMobilidade – Lines 8 and 9, CCR Barcas, VLT CPC, SAMM, ATP, ONE TRILHOS, FIVE TRILHOS, South Block, Central Block and Pampulha.

2 We consider the declarations made in 2021 and 2022, for those admitted until October 2022, considering the 12-month validity period for acceptances.

TRAINING OF EMPLOYEES IN FIGHTING CORRUPTION **_GRI 205-2_**

Fight against corruption	CCR GROUP		HIGHWAYS		MOBILITY		AIRPORTS		SERVICES/CORPORATE	
	Qtd.	%	Qtd.	%	Qtd.	%	Qtd.	%	Qtd.	%
Region										
North	24	0%	N/A	N/A	N/A	N/A	24	3%	N/A	N/A
North East	1,328	9%	N/A	N/A	1,192	19%	136	18%	N/A	N/A
Midwest	627	4%	543	10%	N/A	N/A	84	11%	N/A	N/A
Southeast	10,684	75%	4,052	71%	4,931	79%	189	25%	1,512	93%
South	1,034	7%	722	13%	N/A	N/A	312	42%	N/A	N/A
Total	13,697	87%	5,317	93%	6,123	99%	745	100%	1,512	93%
Functional category										
Directors	56	0%	6	0%	7	0%	2	0%	41	3%
Coordinators	288	2%	87	2%	62	1%	31	4%	108	7%
Managers	222	2%	42	1%	49	1%	28	4%	103	6%
Supervisors	564	4%	166	3%	283	5%	80	11%	35	2%
Administrative	1,254	9%	142	2%	225	4%	187	25%	700	43%
Operational	11,313	79%	4,874	86%	5,497	88%	417	56%	525	32%
Interns	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Apprentices	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total	13,697	96%	5,317	93%	6,123	99%	745	100%	1,512	93%

1 Units considered: CCR ViaLagos, CCR RodoNorte, CCR AutoBAñ, CCR S.A, CCR ViaOeste, CCR RodoAnel, CCR SPVias, CCR MSVia, CCR ViaSul, CCR ViaCosteira, CCR RioSP, ViaRio, Renovias, CCR Metrô Bahia, ViaQuatro, ViaMobilidade – Linhas 5 and 17, ViaMobilidade – Lines 8 and 9, CCR Ferries, VLT, CPC, SAMM, ATP, ONE TRILHOS, FIVE TRILHOS, South Block, Central Block and Pampulha.

2 We consider the declarations made in 2021 and 2022, considering the 12-month validity period for acceptances.

3 Trainees and apprentices were not considered.

COMMUNICATION TO PARTNERS ABOUT ANTI-CORRUPTION POLICIES AND PROCEDURES **_GRI 205-2_**

Business partner type	Total		North		North East		Midwest		Southeast		South		International	
Strategic	3,362	98%	28	100%	266	98%	123	98%	2,295	98%	544	98%	106	95%
Non-Strategic	4,471	96%	46	94%	405	96%	268	95%	2,658	96%	735	95%	359	92%
Total	7,833	97%	74	96%	671	97%	391	96%	4,953	97%	1,279	96%	465	93%

1 Some suppliers do not accept CCR's Supplier Code of Conduct as they have their own codes and policies.

2 Strategic are partners classified as high risk in the compliance assessment criteria in the due diligence process.

3 Non-Strategic are partners classified as medium and low risk in the compliance assessment criteria in the due diligence process.

AVERAGE HOURS OF TRAINING PER YEAR PER EMPLOYEE¹ **_GRI 404-1_**

	CCR GROUP			HIGHWAYS		MOBILITY		AIRPORTS		SERVICES/ CORPORATE	
	2020	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022
Gender											
Men	13.0	20.1	17.5	23.1	35.1	19.3	23.3	2.1	6.5	23.7	12.6
Women	10.5	16.5	21.6	18.6	15.0	14.1	10.1	3.8	6.1	14.4	21.0
Functional category											
Directors	15.7	24.4	24.3	21.53	28.0	35.8	44.4	7.0	8.4	31.3	25.3
Coordinators	15.2	27.9	33.2	19.51	12.3	36.9	43.5	5.6	38.4	36.3	31.5
Managers	17.2	24.8	43.4	26.17	24.3	28.3	54.5	1.7	32.2	19.5	55.4
Supervisors	12.3	17.6	48.0	17.89	29.5	13.5	55.1	3.7	51.3	28.4	59.5
Administrative	11.9	18.7	24.2	20.9	10.1	18.0	27.5	0.9	23.3	12.5	26.2
Operational	13.2	13.9	35.2	15.43	25.0	21.2	45.2	0.0	30.2	9.2	30.3
Interns	13.0	18.8	16.0	20.79	12.4	18.3	20.2	2.6	N/A	18.6	14.3
Apprentices	8.82	9.5	21.4	14.1	18.1	5.2	24.6	0.0	33.1	8.9	18.2

¹ Numbers consider hours of training applied throughout the year 2022, therefore, they may contain hours of training for employees who were dismissed until Dec/22.

BIODIVERSITY ASPECT
EXPOSITION AND EVALUATION

Exposure and assessment in relation to biodiversity	HIGHWAYS			MOBILITY			AIRPORTS		
	Number of units	Area (hectares)	Observation	Number of units	Area (hectares)	Observation	Number of units	Area (hectares)	Observation
Assessment of the operations themselves to determine the level of exposure to biodiversity in the areas used for operational activities and the possible impacts on this biodiversity									
Total number of sites and the total area used for operational activities	11	N/A	22,763.7 km of highways.	6	N/A	Rail transport operational stretch: 177.31 km I Maritime transport: 92.02 km.	1 (BH Airport)	0	Other airport areas had impact assessments on biodiversity in their environmental licensing, which took place prior to CCR's action.
Biodiversity impact assessments for sites used for operational activities in the past 5 years	11	N/A	Performs the assessment of environmental aspects and impacts, through the company's environmental management procedures, including aspects related to environmental licensing and compliance with conditions.	6	N/A	Performs the assessment of environmental aspects and impacts, through the company's environmental management procedures, including aspects related to environmental licensing and compliance with conditions.	1 (BH Airport)	1,511	Rural Environmental Registry (CAR).
Locations near critical biodiversity and what is the total area of these locations	N/A	N/A	Some stretches of highways under CCR Group concession cut through conservation units.	1	N/A	Maritime transport section South Division (Mangaratiba, Ilha Grande and Angra dos Reis). The unit has internal prevention and risk control. Distance of the stretch: 41.84 km.	0	0	BH Airport: According to Field Form: FOR-GAM-031 (Occurrences with Fauna during the year 2022) and Annual Technical Report - Fauna Management (Environmental Line, 2022), prepared in compliance with the airport's operational environmental conditions, none of the registered species is threatened with extinction at the state or national level (DN COPAM nº 147/2010 and Red Book ICMBio, 2018), there is also no record of critically endangered species that appear on the IUCN Red List.
Biodiversity management plans and covered area	N/A	N/A	No	1	N/A	Responding to requests for the environmental agency.	0	0	

BIODIVERSITY ASPECT
EXPOSITION AND EVALUATION

HIGHWAYS

MOBILITY

AIRPORTS

Commitment to maintain, enhance or conserve biodiversity/ecosystems for operational activities and supply chain			
Commitment required from operations themselves and the supply chain to avoid operational activities close to sites containing critical biodiversity	CCR Rodovias, due to the nature of the operation and the concession contracts, in certain situations, needs to operate in areas of environmental conservation.	CCR Mobilidade, due to the nature of the operation and the concession contracts, in certain situations needs to operate in areas of environmental conservation.	Only BH Airport has an assumed commitment, which was carried out with the signing of the Buckingham Palace Declaration against wildlife trafficking (fauna and flora).
Applying the mitigation hierarchy (avoid, minimise, restore and compensate) when operating in areas close to critical biodiversity	CCR Rodovias complies with all licensing requirements established by environmental agencies, that is, it seeks to minimize, restore or compensate for the impact caused.	CCR Mobility complies with all licensing requirements established by environmental agencies, that is, it seeks to minimize, restore or compensate for the impact caused.	We have a mitigation hierarchy that is provided for in BH Airport's processes: PLN-GAM-002, ready to be applied. However, we do not have critical biodiversity. In addition, CCR Aeroportos complies with all licensing requirements established by environmental agencies, that is, it seeks to minimize, restore or compensate for the impact caused.
Partnerships to implement commitments	CCR Rodovias concessionaires have partnerships to carry out forest restoration projects and also for fauna management programs.	We do not work with partners, although to fulfill our commitments we hire specialized environmental consultants.	Commitment assumed with the signing of the Buckingham Palace Declaration against wildlife trafficking (fauna and flora) for the following stakeholders: Civil Aviation Security Provider against acts of unlawful interference (Aviation Security – AVSEC) of BH Airport, IBAMA, Federal Police, Federal Revenue.
Goals			
Biodiversity target for the entire Company	There is not.	There is not.	BH Airport only: Goal ESG Fauna: Animal collision/10 thousand ATM. 2023: 2.65; 2030: 2.5.
Other commitments	Comply with the concession contract and the conditions of the environmental licensing with regard to biodiversity.	Comply with the concession contract and the conditions of the environmental licensing with regard to biodiversity.	Comply with the concession contract and the conditions of the environmental licensing with regard to biodiversity.
Target year for full implementation of commitment to biodiversity	According to conditions of the environmental license.	According to conditions of the environmental license.	2030 (base year 2019: 4.20).
Quantitative progress (in percentage) towards full implementation of the commitment in the last year	N/A	100% according to the last audit report provided for in the condition.	None

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BIODIVERSITY ASPECT
EXPOSITION AND EVALUATION

	HIGHWAYS	MOBILITY	AIRPORTS
scope of commitment			
Requirement for own operations	Yes	Yes	Yes
Tier 1 supplier requirement	Yes. For critical suppliers (construction companies), the bidding process defines the minimum criteria for compliance with environmental legislation, and during the execution of services, environmental inspections are carried out to ensure compliance with legal requirements.	Yes. Environmental consultants hired to manage the conditions must comply with the commitments of the license.	Yes. Suppliers would be BH Airport's stakeholders, such as the Federal Police, Federal Revenue Service, airlines, for the cargo identification and acceptance process, including Cargo Terminal Operators: Azul, Latam and Gollog.
Requirement for non-tier 1 suppliers	No	Yes. Environmental consultants subcontracted for the management of conditions must comply with the commitments of the license.	No
Policies and Disclosure ¹			
Quantitative soil restoration target	The CCR Group has a 2022 goal of restoring 1.8ha. At the end of the year, 3.07 ha were restored.		
Working with external stakeholder groups to check sustainable practices	No	Yes. Through audits carried out by specialized consultants.	Yes, external audits: ACI, BVQI, ANAC, environmental agencies (SUPRAM, IEF, IGAM).
Operations with certified ecosystem protection programs or assured by an external stakeholder group	None	In the context of the ISO 14001 certification standard, the impacts within the ecosystem that are inserted on a local, regional and global scale are evaluated. The ViaQuatro and ViaMobilidade units – Lines 5 and 17 are certified with the ISO 14001 Standard.	None

¹ CCR Group's Environmental Policy establishes actions to prevent pollution and promote actions to protect biodiversity. In addition, the commitment to comply with applicable environmental legislation and its constraints fits into the mitigation hierarchy. Although the policy does not make it clear that it seeks to recover and restore ecosystems, it defines that the assessment and sustainable management of natural resources must mitigate negative impacts.

BIODIVERSITY ASPECT
EXPOSITION AND EVALUATION

HIGHWAYS

AIRPORTS

Programs and structures		
Efforts to restore or rehabilitate disturbed areas	<p>Compensatory planting projects for forest restoration</p> <ul style="list-style-type: none">• Recovery of APPs and other areas used for road expansion works• Land regularization program, when it comes to the Atlantic Forest biome, aiming at the conservation of the biodiversity present in conservation units, whose territory was not properly regularized and consequently without a master plan and management• For the land regularization methodology, NOR nº 035 – Land Regularization Standard for the purpose of Environmental Compensation was prepared, which aims to establish processes, activities and responsibilities within the scope of compliance with the environmental compensation provided for in the environmental licensing processes, through of Land Regularization of• Conservation Units/Legally Protected Areas, with legal and business security, as an alternative to compensatory planting, aiming to meet legal obligations, seeking to reduce the cost and time of service and minimizing environmental liabilities• In 2022, the Master Plan for Forest Restoration and the Forest Restoration Procedure for highways were drawn up, which aim to guide the carrying out of environmental compensation through forest restoration, establishing procedures, methodologies, responsibilities, monitoring and applicable legal instruments.• These instruments are in the approval phase for subsequent publication	1 hectare of execution of the PTRF carried out by the company Green Brasil, in 2018.
Scope of programs to protect natural ecosystems	<p>In order to carry out highway expansion works, environmental control programs are prepared, the implementation of which is monitored throughout the period of execution of the works, in order to minimize the related impacts and guide the correct recovery of the areas used by the works. With respect to protected areas, our highways intersect, in some cases, protected areas; however, when expansion works are planned, notice is given, consent is requested and/or authorization is obtained prior to the interventions, with the competent bodies, considering the public utility. It should be emphasized that, if we consider the obligations of the concession contract, we have no alternative to refrain from operating in protected areas, since we need to comply with the contracts. With regard to protected species, a forest inventory is carried out prior to the works, and if any threatened/protected species by law is identified, the possibility of preserving this or an alternative location for the project is evaluated with the project and works team. When this is not possible, we evaluate the option of performing the transplant.</p>	Yes. Suppliers would be BH Airport stakeholders, such as Federal Police, Federal Revenue, airlines, for the Cargo identification and acceptance process, including Cargo Terminal Operators: Azul, Latam and Gollog.

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BIODIVERSITY ASPECT
EXPOSITION AND EVALUATION

HIGHWAYS

AIRPORTS

Programs and structures		
Community impact assessment prior to deployment establish in new areas	For the execution of the expansion works provided for in the contract and concession, there are potential impacts that may result in involuntary displacement of individuals due to expropriation, for example. In addition, the situation of irregular occupations that must be managed according to the provisions of the concession contracts, with special attention to vulnerable families that have social support. CCR Rodovias has a specific removal and resettlement program to deal with the involuntary displacement of people, resulting from expropriation processes and irregular evictions of the highway's right of way, pursuant to contractual obligations. This program is based on the elements raised after identifying the population and economic activities affected by the expropriation, as well as those existing in the right of way, with physical registration of areas/occupations, and for irregular occupations there is the application of socioeconomic research to define of the family members' social profile, making it possible to establish adequate communication and agreements, preferably in a friendly way (extrajudicial).	BH Airport carries out the assessment of potential environmental impacts and the survey of mitigating measures, through FOR-GAM-023 and FOR-GAM-056, in accordance with PRO-GAM-001, for Environmental Licensing. In the year 2022, there were no conventional environmental licensing, in the face of new operational activities. According to COPAM Normative Resolution No. 217/2017, the airport operates in accordance with the two activities and environmental licenses described below: Airports (REV-LO No. 205/2011) and Industrial District and strictly industrial, commercial or logistics zone (LO No. 065/2018). Thus, the assessments of environmental impacts were deferred, within the scope of the environmental licensing processes of these licenses. For the continuous monitoring of environmental impacts of airport activities (REVLO No. 205/2011 and LO No. 065/2018), several environmental conditions are met with the competent state environmental agency (Regional Superintendence of the Metropolitan Central Environment - SUPRAM CM), both in the social scope, impacts on the community, and in the scope of biodiversity, impacts on the physical and biotic environments.
Biodiversity impact assessment before settle in new areas	Prior to road expansion works, environmental studies are carried out (EAS, RAP and/or EIA/ RIMA) to assess the impact of the project on biodiversity. Considering the evaluation carried out, environmental control programs are prepared, the implementation of which is monitored throughout the period of execution of the works, aiming to minimize the related impacts and guide the correct recovery of the areas used by the works.	N/A

2022 INTEGRATED REPORT

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WATER ASPECT

WATER CONSUMPTION

CCR remarks: we consider rainwater

Water consumption (million m³)	CCR GROUP				HIGHWAYS				MOBILITY				AIRPORTS				SERVICES/CORPORATE			
	2019	2020	2021	2022	2019	2020	2021	2022	2019	2020	2021	2022	2019	2020	2021	2022	2019	2020	2021	2022
A. Withdrawal: Total municipal water supplies (or from other water utilities)	445.72	329.68	330.94	1.037.16	38.41	38.66	43.43	46.24	238.67	193.48	186.22	462.93	165.67	96.31	100.94	526.35	2.96	1.22	0.35	1.64
B. Withdrawal: Fresh surface water (lakes, rivers, rain, etc.)	0.66	1.37	1.04	0.84	0.34	0.36	0.30	0.24	0.32	0.00	0.06	0.36	0.00	1.01	0.68	0.24	0.00	0.00	0.00	0.00
C. Withdrawal: Fresh groundwater	170.29	176.95	157.46	172.34	116.17	119.94	110.34	104.23	54.12	57.00	47.12	68.11	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Forwarded supply water	90.94	50.57	60.42	0.00	0.00	0.00	0.00	0.00	4.43	2.38	2.89	0.00	86.51	48.19	57.53	0.00	0.00	0.00	0.00	0.00
Reuse water	10.67	5.60	3.94	9.84	0.55	0.50	0.38	0.31	10.12	4.78	2.22	6.69	0.00	0.32	1.34	2.83	0.00	0.00	0.00	0.00
E. TOTAL NET CONSUMPTION OF FRESH WATER (A+B+C-D)	718.27	564.16	553.80	1,220.18	155.47	159.47	154.45	151.02	307.66	257.65	238.51	538.09	252.18	145.82	160.49	529.42	2.96	1.22	0.35	1.64
Fresh Water Withdrawal Intensity - million m³/R\$ thousand net revenue	0.000068	0.000057	0.000045	0.000064																

Note: The CCR Group does not have a target for water, as it is not a material issue. There is no measurement of water discharge returned to the catchment source, but disposal follows the relevant legislation.

TOTAL WATER CAPTURE (MEGALITERS) **_GRI 303-3_**

Water collection sources	CCR GROUP			HIGHWAYS			MOBILITY			AIRPORTS			SERVICES/CORPORATE		
	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022
Rainwater	2.59	1.39	0.84	0.36	0.3	0.24	0.0	0.06	0.36	1.01	0.68	0.24	1.22	0.35	0.0
Fresh Groundwater	176.95	157.46	172.34	119.94	110.34	104.23	57	47.12	68.11	0.0	0.0	0.0	0.0	0.0	0.0
Produced water (reuse)	5.6	3.94	9.84	0.5	0.38	0.31	4.78	2.22	6.69	0.32	1.34	2.83	0.0	0.0	0.0
Total municipal water supplies	328.46	330.59	1,037.16	38.66	43.43	46.24	193.48	186.22	462.93	96.31	100.94	526.35	0.0	0.0	1.64
Total CCR	513.59	493.38	1,220.18	159.47	154.45	151.02	255.26	235.62	538.09	97.64	102.96	529.42	1.22	0.35	1.64
Repassed water	50.57	60.42	0	0	0	0	2.38	2.89	0	48.19	57.53	0	0	0	0
Grand total	564.16	553.8	1,220.18	159.47	154.45	151.02	257.65	238.51	538.09	145.82	160.49	529.42	1.22	0.35	1.64

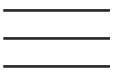
1 All the water collected by the CCR Group is made up of fresh water.

2 There was no capture of sea and produced water.

3 As water is not a material issue, we have not carried out studies to identify operations in areas of water stress.

4 Data for 2022 considers CCR Autoban, CCR MSVia, CCR RioSP, CCR RodoAnel, CCR ViaOeste, CCR SPVias, CCR ViaCosteira, CCR ViaSul, CCR ViaLagos, ViaRio, CCR Metrô Bahia, VLT Carioca, ViaQuatro, ViaMobilidade – Linha 5 units , ViaMobilidade – Lines 8 and 9, CCR Barcas, BH Airport, Pampulha, South Block and Central Block, in addition to the offices in São Paulo (holding), Brasília, GBS (Global Business Services) and SAMM.

5 Data from CCR ViaCosteira as of 2021.



ENERGY ASPECT

ENERGY CONSUMPTION WITHIN THE COMPANY (GJ) **_GRI 302-1, SASB TR-RO-110a.3_**

Type of energy	CCR GROUP			HIGHWAYS			MOBILITY			AIRPORTS			SERVICES/CORPORATE		
	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022
Non-renewable fuel consumption	443,295	470,349	547,951	241,793	284,243	239,331	195,268	177,449	279,590	4,591	6,958	28,205	1,642	1,699	825
Acetylene	54	36	177	5	1	0	49	35	177	0	0	0	0	0	0
Diesel	413,260	414,254	501,614	216,930	235,676	208,789	192,206	172,318	277,917	3,675	5,868	14,284	449	393	623
Gasoline	27,551	45,154	31,559	23,135	39,754	29,434	2,593	3,482	1,010	631	610	916	1,193	1,307	199
LPG	1,640	9,992	14,172	954	7,937	894	400	1,575	436	286	480	12,839	0	0	3
Propane	14	34	17	0	0	0	14	34	17	0	0	0	0	0	0
CNG	767	872	0	767	872	0	0	0	0	0	0	0	0	0	0
Kerosene	9	8	9	2	3	0	8	5	9	0	0	0	0	0	0
Greases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
BPF oil	0	0	403	0	0	213	0	0	24	0	0	166	0	0	0
Renewable fuel consumption	30,806	23,176	36,827	28,786	21,551	28,051	1,310	1,172	4,948	23	12	58	688	441	3,770
Ethanol	30,806	23,176	36,827	28,786	21,551	28,051	1,310	1,172	4,948	23	12	58	688	441	3,770
Consumption	1,120,430	1,125,009	1,934,422	161,048	173,771	169,580	896,941	884,696	1,591,056	58,996	63,000	170,457	3,444	3,542	3,329
Electricity	1,120,430	1,061,454	1,861,431	161,048	173,216	158,373	896,941	884,696	1,591,056	58,996	0	108,672	3,444	3,542	3,329
Electricity (renewable)	0	63,555	72,991	0	555	11,207	0	0	0	0	63,000	61,784	0	0	0
Total energy consumption within the organization	1,594,530	1,618,534	2,519,199	431,627	479,565	436,962	1,093,520	1,063,316	1,875,594	63,610	69,970	198,719	5,774	5,683	7,924

1 The data for 2022 considers the units CCR Autoban, CCR MSVia, CCR RioSP, CCR RodoAnel, CCR ViaOeste, CCR SPVias, CCR ViaCosteira, CCR ViaSul, CCR ViaLagos, ViaRio, CCR Metrô Bahia, VLT Carioca, ViaQuatro, ViaMobilidade – Line 5 , ViaMobilidade – Lines 8 and 9, CCR Barcas, BH Airport, Pampulha, South Block and Central Block, in addition to the offices in São Paulo (holding), Brasília, GBS (Global Business Services) and SAMM.

2 Data from CCR ViaCosteira as of 2021.

3 The CCR Group does not consume or sell heating, refrigeration and steam.

4 The conversion factors used are in accordance with the GHG Protocol methodology and include both BEN - National Energy Balance and IPCC (Intergovernmental Panel on Climate Change) factors.

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ENERGY ASPECT

REDUCTION OF ENERGY CONSUMPTION (GJ) **_GRI 302-4_**

Type of energy	CCR GROUP		HIGHWAYS		MOBILITY		AIRPORTS		SERVICES/ CORPORATE	
	2021/20	2022/21	2021/20	2022/21	2021/20	2022/21	2021/20	2022/21	2021/20	2022/21
Non-renewable fuel	8,309	296,694	23,704	174,181	-17,820	102,142	2,367	21,246	57	-875
Diesel	-17,751	306,452	0	192,206	-19,888	105,599	2,193	8,416	-56	231
Gasoline	17,602	-13,595	16,620	-10,320	889	-2,472	-20	306	114	-1,108
LPG	8,352	4,181	6,982	-7,043	1,175	-1,138	194	12,359	0	3
CNG	105	-871	105	-871	0	0	0	0	0	0
Acetylene	-18	141	-5	-1	-14	142	0	0	0	0
Kerosene	21	-18	0	0	21	-18	0	0	0	0
Propane	-1	1	2	-3	-3	4	0	0	0	0
Greases	0	0	0	0	0	0	0	0	0	0
BPF oil	0	403	0	213	0	24	0	166	0	0
renewable fuel	-7,630	13,650	-7,235	6,500	-138	3,775	-11	46	-247	3,329
Ethanol	-7,630	13,650	-7,235	6,500	-138	3,775	-11	46	-247	3,329
Consumption	-142,288	799,977	-71,144	-14,843	-12,246	706,360	-58,996	108,672	98	-213
Electricity	-142,288	799,977	-71,144	-14,843	-12,246	706,360	-58,996	108,672	98	-213
Reduction/increase in energy consumption within the organization	-141,609	1,110,321	-54,675	165,838	-30,203	812,277	-56,640	129,965	-91	2,241

1 The data for 2022 considers the units CCR Autoban, CCR MSVia, CCR RioSP, CCR RodoAnel, CCR ViaOeste, CCR SPVias, CCR ViaCosteira, CCR ViaSul, CCR ViaLagos, ViaRio, CCR Metrô Bahia, VLT Carioca, ViaQuatro, ViaMobilidade – Line 5 , ViaMobilidade – Lines 8 and 9, CCR Barcas, BH Airport, Pampulha, South Block and Central Block, in addition to the offices in São Paulo (holding), Brasília, GBS (Global Business Services) and SAMM.

2 Data from CCR ViaCosteira as of 2021.

3 The CCR Group does not consume or sell heating, refrigeration and steam.



ENERGY ASPECT
ENERGY CONSUMPTION

Energy consumption (MWh)	CCR GROUP			
	2019	2020	2021	2022
Total non-renewable energy consumption	348,054	311,308	294,848	517,064
Total renewable energy consumption	0	157	17,654	20,275
Energy consumption within the Company	348,054	311,465	312,503	537,339
Energy consumption intensity (MWh/gross revenue)	0.032864	0.031495	0.025522	0.028013

1 Data for 2022 considers CCR Autoban, CCR MSVia, CCR RioSP, CCR RodoAnel, CCR ViaOeste, CCR SPVias, CCR ViaCosteira, CCR ViaSul, CCR ViaLagos, ViaRio, CCR Metrô Bahia, VLT Carioca, ViaQuatro, ViaMobilidade L5, ViaMobilidade units L8 and L9, CCR Barcas, BH Airport, Pampulha, South Block and Central Block, in addition to the offices in São Paulo (Holding), Brasília, GBS (Global Business Services) and SAMM.

2 Data from CCR ViaCosteira as of 2021.

GHG EMISSIONS ASPECT

GHG EMISSIONS SCOPES 1, 2 AND 3 **_GRI 305-1, 305-2, 305-3, SASB TR-RO-110a.1_**

Fossil sources of GHG emissions (tCO ₂)	CCR GROUP			HIGHWAYS			MOBILITY			AIRPORTS			SERVICES/CORPORATE		
	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022
Scope 1	63,846	61,116	75,151	42,180	39,590	43,672	20,105	20,319	26,635	1,462	1,106	4,785	99	100	59
Mobile combustion	32,438	33,035	36,660	15,350	17,608	15,585	16,790	15,072	20,476	202	256	551	95	99	47
Stationary combustion	732	1,271	1,870	541	907	292	92	162	278	96	201	1,289	3	1	11
Solid waste and liquid effluents	560	423	199	268	0	0	72	80	51	219	343	148	0	0	0
Fugitives	4,941	7,114	9,001	1,098	1,802	384	2,897	5,006	5,830	944	306	2,787	1	0	0
Changes in land use	25,176	19,273	27,421	24,923	19,273	27,411	253	0	0	0	0	10	0	0	0
Scope 2 (location)	19,521	39,081	22,306	2,775	6,092	1,984	15,589	30,655	18,372	1,094	2,209	1,910	63	125	39
Scope 2 (purchase choice)	19,521	36,871	9,656	2,775	6,092	1,849	15,589	30,655	18,372	1,094	0	1,177	63	125	59
Scope 3	264,481	395,444	212,283	44,686	33,195	54,303	4,363	3,015	30,123	215,160	358,949	126,683	272	285	1,174
Purchased goods and services	28,285	18,034	31,452	27,291	17,214	30,102	44	75	200	933	745	1,150	17	0	0
Activities related to fuel and energy not included in scopes 1 and 2	12,400	9,742	31,642	8,921	7,432	6,704	3,352	2,155	21,755	79	116	3,116	49	39	67
Transport and distribution (upstream)	792	2,090	1,509	577	2,027	1,163	208	54	324	8	9	22	0	0	0
Waste generated in operations	7,459	6,231	26,880	6,346	5,061	15,931	721	679	7,596	386	490	3,199	6	1	155
Business travel	307	364	1,412	61	64	108	22	18	244	24	36	109	201	246	952
Employee displacement (home – work)	1,490	1,397	2,078	1,490	1,397	295	0	0	0	0	0	1,783	0	0	0
Leased assets (the company as lessee)	260	39	315	0	0	0	16	34	5	244	5	310	0	0	0
Scope 3 emissions not classifiable in categories 1 to 15	213,487	357,548	116,993	0	0	0	0	0	0	213,487	357,548	116,993	0	0	0

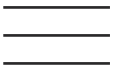
1 Emissions data will be assured for the 2022 GHG Emissions Inventory scheduled for publication in May 2023; therefore, they may change. The detailed GHG Emissions Inventory is prepared in accordance with the Brazilian GHG Protocol Program and can be found in the public emissions registry at <https://www.registropublicodeemissoes.com.br/participantes>. The emission factor used to calculate electricity emissions is that of the National Interconnected System, also includes the gases CO₂, CH₄, N₂O, HFC, PFC, SF₆ and NF₃, reported in CO₂ equivalent according to the guidelines of the Brazilian GHG Program Protocol.

2 VLT Carioca was considered for scopes 1 and 2 in 2021. In 2020 all scopes were considered.

3 The data for 2022 considers the units CCR Autoban, CCR MSVia, CCR RioSP, CCR RodoAnel, CCR ViaOeste, CCR SPVias, CCR ViaCosteira, CCR ViaSul, CCR ViaLagos, ViaRio, CCR Metrô Bahia, VLT Carioca, ViaQuatro, ViaMobilidade – Line 5 , ViaMobilidade – Lines 8 L9, CCR Ferries, BH Airport, Pampulha, South Block and Block Central, in addition to the offices in São Paulo (holding), Brasília, GBS (Global Business Services) and SAMM.

4 Data from CCR ViaCosteira as of 2021.

5 The category "Scope 3 Emissions not classifiable into categories 1 to 15" in 2022 considers only LTO (Landing and Take-off Cycle) emissions in which airport operators have influence. According to the ACI (Airports Council International) Airport GHG Emissions Guide, airport operators must report aircraft emissions, and may consider all emissions or just LTO emissions. As a result, the CCR Group opted to report, from 2022 onwards, only LTO emissions for this scope 3 category. This change led to a significant reduction in scope 3 emissions compared to previous years.



GHG EMISSIONS ASPECT

GHG EMISSIONS SCOPES 1, 2 AND 3 **_GRI 305-1, 305-2, 305-3, SASB TR-RO-110a.1_**

Biogenic sources of GHG emissions (tCO ₂)	CCR GROUP			HIGHWAYS			MOBILITY			AIRPORTS			SERVICES/CORPORATE		
	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022
Scope 1	4,378	4,131	10,584	4,074	3,838	9,621	196	189	460	40	53	239	68	51	265
Mobile combustion	4,294	4,050	4,498	4,010	3,785	3,735	188	182	434	28	31	64	68	51	264
Stationary combustion	83	82	100	63	53	23	8	7	26	11	22	51	0	0	1
Changes in land use 0	0	0	5,987	0	0	5,863	0	0	0	0	0	123	0	0	0
Scope 3	3,716	2,227	2,313	2,338	2,024	1,695	1,269	155	152	109	48	466	0	0	0
Purchased goods and services	2,051	1,787	970	1,943	1,739	855	0	0	0	108	48	116	0	0	0
Transport and distribution (upstream)	63	0	51	49	0	45	13	0	4	1	0	2	0	0	0
Waste generated in operations	1,319	238	893	63	83	694	1,256	155	148	0	0	51	0	0	0
Employee displacement (home – work)	283	202	328	283	202	30	0	0	0	0	0	298	0	0	0
Transport and distribution (downstream)	0	0	71	0	0	71	0	0	0	0	0	0	0	0	0

1 Emissions data will be assured for the 2022 GHG Emissions Inventory scheduled for publication in May 2023; therefore, they may change. The detailed GHG Emissions Inventory is prepared in accordance with the Brazilian GHG Protocol Program and can be found in the public emissions registry at <https://www.registropublicodeemissoes.com.br/participantes>. The emission factor used to calculate electricity emissions is that of the National Interconnected System, also includes the gases CO₂, CH₄, N₂O, HFC, PFC, SF₆ and NF₃, reported in CO₂ equivalent according to the guidelines of the Brazilian GHG Program Protocol.

2 VLT Carioca was considered for scopes 1 and 2 in 2021. In 2020 all scopes were considered.

3 The data for 2022 considers the units CCR Autoban, CCR MSVia, CCR RioSP, CCR RodoAnel, CCR ViaOeste, CCR SPVias, CCR ViaCosteira, CCR ViaSul, CCR ViaLagos, ViaRio, CCR Metrô Bahia, VLT Carioca, ViaQuatro, ViaMobilidade – Line 5 , ViaMobilidade – Lines 8 L9, CCR Ferries, BH Airport, Pampulha, South Block and Central Block, in addition to the offices in São Paulo (holding), Brasília, GBS (Global Business Services) and SAMM.

4 Data from CCR ViaCosteira as of 2021.

GHG EMISSIONS ASPECT

REDUCTION OF GHG EMISSIONS (tCO₂e) **_GRI 305-5_**

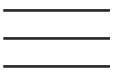
Type of energy	CCR GROUP		HIGHWAYS		MOBILITY		AIRPORTS		SERVICES/ CORPORATE	
	2021/20	2022/21	2021/20	2022/21	2021/20	2022/21	2021/20	2022/21	2021/20	2022/21
Scope 1	-2,731	14,036	-2,590	4,082	214	6,317	-356	3,679	1	-42
Mobile combustion	598	3,624	2,258	-2,023	-1,718	5,404	54	295	4	-52
Stationary combustion	539	599	366	-615	70	117	105	1,088	-1	10
Solid waste and liquid effluents	-137	-223	-268	0	8	-29	124	-194	0	0
Fugitives	2,173	1,888	704	-1,418	2,109	825	-638	2,481	-1	0
Changes in land use	-5,904	8,148	-5,650	8,138	-253	0	0	10	0	0
Scope 2 (location)	19,560	-16,775	3,317	-4,108	15,066	-12,283	1,115	-299	62	-85
Scope 2 (purchase choice)	17,349	-27,215	3,317	-4,243	15,066	-12,283	-1,094	1,177	62	-66
Scope 3	130,963	-183,161	-11,491	21,108	-1,348	27,107	143,788	-232,265	13	888
Purchased goods and services	-10,251	13,419	-10,077	12,887	30	125	-188	406	-17	0
Activities related to fuel and energy not included in scopes 1 and 2	-2,658	21,900	-1,488	-728	-1,197	19,599	37	3,001	-10	28
Transport and distribution (upstream)	1,298	-581	1,450	-864	-153	269	2	13	0	0
Waste generated in operations	-1,229	20,649	-1,285	10,870	-43	6,917	105	2,708	-5	154
Business travel	56	1,048	3	44	-4	226	12	73	45	706
Employee displacement (home – work)	-93	681	-93	-1,102	0	0	0	1,783	0	0
Leased assets (the company as lessee)	-221	276	0	0	19	-29	-239	306	0	0
Scope 3 emissions not classifiable in categories 1 to 15	144,060	-240,554	0	0	0	0	144,060	-240,554	0	0

1 Emissions data will be assured for the 2022 GHG Emissions Inventory scheduled for publication in May 2023; therefore, they may change. The detailed GHG Emissions Inventory is prepared in accordance with the Brazilian GHG Protocol Program and can be found in the public emissions registry at <https://www.registropublicodeemissoes.com.br/participantes>. The emission factor used to calculate electricity emissions is that of the National Interconnected System, also includes the gases CO₂, CH₄, N₂O, HFC, PFC, SF₆ and NF₃, reported in CO₂ equivalent according to the guidelines of the Brazilian GHG Program Protocol.

2 VLT Carioca was considered for scopes 1 and 2 in 2021. In 2020 all scopes were considered.

3 The data for 2022 considers the units CCR Autoban, CCR MSVia, CCR RioSP, CCR RodoAnel, CCR ViaOeste, CCR SPVias, CCR ViaCosteira, CCR ViaSul, CCR ViaLagos, ViaRio, CCR Metrô Bahia, VLT Carioca, ViaQuatro, ViaMobilidade – Line 5 , ViaMobilidade – Lines 8 L9, CCR Barcas, BH Airport, Pampulha, South Block and Central Block, in addition to the offices in São Paulo (holding), Brasília, GBS (Global Business Services) and SAMM.

4 Data from CCR ViaCosteira as of 2021.



WASTE ASPECT

WASTE DISPOSAL **_GRI 306-5_**

Tons	CCR GROUP			
	2019	2020	2021	2022
Total waste recycled/reused	4,651.63	4,751.65	6,357.67	9,206.01
Total waste discarded	87,249.43	37,573.75	22,056.01	28,017.50
Grounded waste	86,874.91	37,066.17	21,587.73	27,678.41
Waste incinerated with energy recovery (incinerator)	51.01	53.85	23.74	0
Waste incinerated without energy recovery (chamber incinerator)	1.93	0.04	0.14	22.21
Waste otherwise disposed of (autoclave, co-processing, chemical stabilization, effluent treatment and anaerobic lagoon)	321.58	453.69	444.4	316.87

Note: Considers 100% of the units over which the CCR Group has operational control. The waste reuse rate was 25.02%, surpassing the 2022 target.

DIVERSITY ASPECT

Women indicators	CCR GROUP		HIGHWAYS		MOBILITY		AIRPORTS		SERVICES/ CORPORATE	
	2022 (%)	Meta de 2022 (%)	2022 (%)	Meta de 2022 (%)	2022 (%)	Meta de 2022 (%)	2022 (%)	Meta de 2022 (%)	2022 (%)	Meta de 2022 (%)
Diversity indicators										
Share of women in the total workforce (as a % of the total workforce)	38%	N/A	52%	N/A	23%	N/A	32%	N/A	51%	N/A
Share of women in all management positions, including junior, middle and senior management (as a % of total management positions)	30%	N/A	24%	N/A	25%	N/A	28%	N/A	44%	N/A
Share of women in junior management positions, i.e. first level management (as a % of total junior management positions)	28%	N/A	23%	N/A	24%	N/A	29%	N/A	47%	N/A
Share of women in senior management roles, i.e., no more than 2 levels away from the CEO or comparable roles (as a % of total senior management roles)	34%	N/A	32%	N/A	28%	N/A	26%	N/A	41%	N/A
Share of women in STEM-related jobs (as a % of total STEM jobs)	20%	N/A	11%	N/A	13%	N/A	18%	N/A	29%	N/A

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DIVERSITY ASPECT

	CCR GROUP		HIGHWAYS		MOBILITY		AIRPORTS		SERVICES/ CORPORATE	
Race/Ethnicity Indicators	% total	% in all management positions, including junior, middle and senior management	% total	% in all management positions, including junior, middle and senior management	% total	% in all management positions, including junior, middle and senior management	% total	% in all management positions, including junior, middle and senior management	% total	% in all management positions, including junior, middle and senior management
Diversity indicators										
Asians	1%	2%	1%	1%	1%	3%	1%	1%	2%	4%
Whites	28%	47%	34%	58%	17%	30%	38%	53%	48%	58%
Indigenous or native	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%
Black	23%	22%	21%	16%	27%	34%	31%	23%	12%	9%
Employees who did not make a self-declaration	48%	29%	44%	24%	55%	33%	30%	24%	38%	29%

	CCR GROUP		HIGHWAYS		MOBILITY		AIRPORTS		SERVICES/ CORPORATE	
Minority Indicators	% of employees	Employee coverage	% total	% in all management positions, including junior, middle and senior management	% total	% in all management positions, including junior, middle and senior management	% total	% in all management positions, including junior, middle and senior management	% total	% in all management positions, including junior, middle and senior management
Diversity indicators										
People with disability	2%	100%	3%	3%	2%	1%	1%	1%	2%	2%
LGBTQI+	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
< 30 years	32%	100%	37%	10%	31%	11%	19%	2%	30%	4%
30 – 50 years	59%	100%	54%	77%	62%	78%	72%	86%	62%	84%
> 50 years	8%	100%	10%	13%	7%	11%	9%	12%	7%	12%

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DIVERSITY IN GOVERNANCE BODIES AND EMPLOYEES (%) **_GRI 405-1, SASB SV-PS-330a.1_**

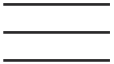
CCR GROUP								
	Gender		Age group			Race/Color ¹		
	Man	Woman	Under 30 years	Between 30 and 50 years	Over 50 years	White	Black ²	Others ³
Functional category								
Governance Body	64.20%	35.80%	0.00%	21.40%	78.60%	100%	0.00%	0.00%
Directors	75.30%	24.70%	0.00%	61.60%	38.40%	87.70%	8.20%	4.10%
Coordinators	64.40%	35.60%	4.50%	85.90%	9.60%	73.00%	22.60%	4.40%
Managers	65.50%	34.50%	0.40%	83.60%	16.00%	80.10%	12.90%	7.00%
Supervisors	75.20%	24.80%	12.50%	76.60%	10.90%	54.80%	42.70%	2.50%
Administrative	56.70%	43.30%	23.00%	70.00%	7.00%	72.00%	24.10%	3.90%
Operational	63.10%	36.90%	32.90%	58.80%	8.30%	49.10%	49.10%	1.80%
Interns	42.30%	57.70%	97.20%	2.80%	0.00%	71.60%	28.40%	0.00%
Apprentices	32.80%	67.20%	100%	0.00%	0.00%	44.90%	54.40%	0.70%
Total								

¹ The self-declaration process began in July 2022, and engagement actions have been carried out with this objective; By December 31, 2022, 53% of the employees of the companies included in the data in this Report had made their self-declaration.

² Black and brown.

³ Yellow and indigenous.

⁴ For the members of the Governance Body, the effective members of the Board of Directors and Fiscal Council were considered.



CONTRACTING ASPECT

Hiring	HIGHWAYS				MOBILITY				AIRPORTS				SERVICES/CORPORATE				CCR GROUP			
	2019	2020	2021	2022	2019	2020	2021	2022	2019	2020	2021	2022	2019	2020	2021	2022	2019	2020	2021	2022
Hiring indicators																				
Percentage of open positions filled by internal candidates (internal hires)	15.50%	12.10%	7.77%	8.96%	9.10%	7.31%	4.00%	1.36%	19.57%	7.42%	2.65%	0.62%	14.29%	33.33%	48.63%	63.66%	55.38%	52.44%	50.89%	1.37%
Average hiring cost/FTE	R\$ 51.98	R\$ 78.37	R\$ 42.15	R\$ 45.94	R\$ 51.98	R\$ 78.37	R\$ 42.15	R\$ 45.94	R\$ 51.98	R\$ 78.37	R\$ 42.15	R\$ 45.94	R\$ 51.98	R\$ 78.37	R\$ 42.15	R\$ 45.94	R\$ 51.98	R\$ 78.37	R\$ 42.15	R\$ 45.94
Average years of men employed at the Company	4.3	4.8	4.7	3.6	4.8	5.2	4.5	4.4	3.3	4.0	4.2	3.5	6.1	6.0	5.6	4.8	3.1	3.8	4.3	1.8
Average number of years of women employed at the Company	3.8	4.1	4.2	3.0	3.5	3.7	3.4	3.2	3.0	3.7	4.1	3.1	5.3	5.5	5.4	4.5	3.2	3.7	4.1	1.3

Segregation of new hires	HIGHWAYS				MOBILITY				AIRPORTS				SERVICES/CORPORATE				CCR GROUP			
	2019	2020	2021	2022	2019	2020	2021	2022	2019	2020	2021	2022	2019	2020	2021	2022	2019	2020	2021	2022
Age group																				
< 30 years	1,543	1,249	2,812	2,559	1,030	973	1,432	1,440	372	176	1,152	688	15	8	33	165	126	92	195	266
Between 30 and 50 years	1,571	963	3,511	2,947	1,004	670	1,482	1,403	424	149	1,664	689	25	22	132	497	118	122	233	358
>50 years	170	94	396	356	110	68	234	181	42	12	122	71	2	3	18	70	16	11	22	34
Gender																				
Man	1,774	1,077	4,147	3,024	994	700	1,418	1,349	615	238	2,377	870	29	18	118	485	136	121	234	320
Woman	1,510	1,229	2,572	2,838	1,150	1,011	1,730	1,675	223	99	561	578	13	15	65	247	124	104	216	338

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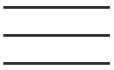
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REMUNERATION ASPECT

Functional level	CCR GROUP	HIGHWAYS	MOBILITY	AIRPORTS	SERVICES/ CORPORATE
	2022 (%)	2022 (%)	2022 (%)	2022 (%)	2022 (%)
Diversity indicators					
Executive level (base salary only)	9%	3%	4%	5%	22%
Executive level (base salary + other cash incentives)	31%	14%	17%	12%	48%
Management level (base salary only)	8%	4%	3%	7%	16%
Managerial level (base salary + other cash incentives)	14%	11%	7%	10%	19%
Non-managerial level (base salary only)	83%	93%	94%	87%	62%

ETHICS AND CORRUPTION ASPECT
VIOLATIONS OF THE CODE OF CONDUCT

	GRUPO CCR	HIGHWAYS	MOBILITY	AIRPORTS	SERVICES/ CORPORATE
Total number of cases of violations against our codes of conduct/	932	292	271	295	74
Status/ progress of the breaches reported (number of substantiated cases, or number of cases under investigation, etc.)	120/277	28/107	24/64	113/66	5/40
Details of actions taken against the substantiated cases	<ul style="list-style-type: none">• Dismissals without just cause• Non-payment of PLR• Dismissals with just cause• Written warnings• Feedbacks• Trainings• Termination of contract with supplier for non-compliance• PLR reductions• Oral warnings Monitoring by the People area	<ul style="list-style-type: none">• Dismissals without just cause• Written warnings• Feedback• Dismissal with just cause• Termination of contract for non-compliance with rules• Positive Work Environment Training• Oral warning• Guidance on corporate procedures• PLR reductions• Review of contractual clauses for suppliers• Safety training with suppliers	<ul style="list-style-type: none">• Dismissals without just cause• Written warnings• Feedbacks• Dismissal with just cause• Termination of contract for non-compliance with rules• Positive Work Environment Training• PLR reductions• Non-payment of PLR	<ul style="list-style-type: none">• Dismissal without just cause• Feedback• Termination of contract for non-compliance with rules• Oral warning• Monitoring by the People area	<ul style="list-style-type: none">• Dismissal without cause• Written warnings• Feedback• Dismissal with just cause

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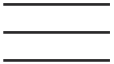
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ETHICS AND CORRUPTION ASPECT
CODE OF CONDUCT COVERAGE

Public	CCR GROUP	HIGHWAYS	MOBILITY	AIRPORTS	SERVICES/CORPORATE
Coverage of the Code of Conduct (%)					
Employees	100%	100%	100%	100%	100%
Contractors	100%	100%	100%	100%	100%
Suppliers	100%	100%	100%	100%	100%
Subsidiaries	100%	100%	100%	100%	100%

Public	CCR GROUP	HIGHWAYS	MOBILITY	AIRPORTS	SERVICES/CORPORATE
Written/digital acknowledgment (%)					
Employees	99%	41%	45%	4%	9%
Contractors	96%	We do not segregate modes.			
Suppliers	96%				
Subsidiaries	N/A	N/A	N/A	N/A	N/A

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HEALTH AND SAFETY ASPECT

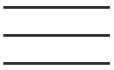
LTIR/LTIFR	CCR GROUP				HIGHWAYS				MOBILITY				AIRPORTS				SERVICES/ CORPORATE			
	2019	2020	2021	2022	2019	2020	2021	2022	2019	2020	2021	2022	2019	2020	2021	2022	2019	2020	2021	2022
Time off employee lost-time accident frequency rate (LTIFR)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Employee lost-time accident frequency rate (LTIFR)	7.69	8.35	6.59	4.79	9.34	9.83	8.24	6.32	7.45	8.40	6.47	5.46	6.20	7.69	4.92	1.46	0.00	0.00	0.46	0.00

Fatalities	CCR GROUP				HIGHWAYS				MOBILITY				AIRPORTS				SERVICES/ CORPORATE			
	2019	2020	2021	2022	2019	2020	2021	2022	2019	2020	2021	2022	2019	2020	2021	2022	2019	2020	2021	2022
Contractors	0	0	0	5	0	0	0	4	0	0	0	1	0	0	0	0	0	0	0	0
Employee fatality	1	1	1	3	1	1	1	2	0	0	0	1	0	0	0	0	0	0	0	0
External fatality (suppliers, etc.)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Percentage of the company's health and safety system certified	CCR GROUP		HIGHWAYS		MOBILITY	
	2022		2019 / 2020 / 2021 / 2022		2019 / 2020 / 2021 / 2022	
Percentage of units certified by ISO 45001	4.35%		4.35%		0.00%	
Percentage of units certified by health and safety systems	8.70%		4.35%		4.35%	

HEALTH AND SAFETY ASPECT

Governance on the aspect of health and safety	CCR GROUP
Health & safety performance as factor in executive compensation	CCR Group executives are evaluated and have as a variable compensation criterion the Profit Sharing Program (PPLR) in Health and Safety based on the Lost Time Accident Frequency Rate (TFCA) indicator.
Health & Safety standards for contractors	The H&S performance of contractors is monitored in a similar way to that of employees, which we demand from service providers to meet legal requirements; With regard to safety management, we would like to inform you that a project to improve third-party management is in progress, which provides for the monitoring of indicators and processes.
Oversight of strategy and performance by the CEO	The CCR Group's H&S strategy and performance is managed by CEO through the Executive Insurance Operate Committee, which holds periodic meetings in which it analyzes health and safety performance and deliberates on the subject.
Oversight of H&S strategy and performance by the Senior Executive and Executive Committee	The CCR Group's HH&S strategy and performance is managed by Senior Executive or Executive Committee through the Executive Insurance Operate Committee, which holds periodic meetings in which it analyzes health and safety performance and deliberates on the topic.
Supervision of H&S strategy and performance by the Sustainability Committee, H&S task force and risk director	H&S strategies and performance are analyzed and defined in the ESG Master Plan (S&S), which is managed by the ESG Committee. Example: organization and structuring of the QSSMA model and governance, issuance of regulations, etc.
Oversight of H&S strategy and performance by the executive body	The CCR Group's H&S strategy and performance is managed by an executive body through the Executive Insurance Operate Committee, which holds periodic meetings in which it analyzes health and safety performance and deliberates on the topic.
Area structure	There is the QSSMA corporate area, which, among other topics, takes care of health and safety management. This area is structured and has professionals specialized in the subject, working transversally with the QSSMA area of the divisions and units.
Frequency of Security Council updates	The Board of Directors receives monthly updates on health and safety management at Board meetings.



APPLICATION OF MANAGEMENT SYSTEMS PER BUSINESS UNIT

Division	Unit	Status					
		CERTIFIED	IMPLANTED	ACCREDITED	UNDER CERTIFICATION	UNDER IMPLEMENTATION	TO BEGIN (CORPORATE DEMAND)
Highways	CCR ViaSul	ISO 9001:2015; ISO 14001:2015; ISO 39001:2015				ISO 45001:2018	ISO 37001:2019; ISO 37301:2019
	CCR ViaCosteira	ISO 9001:2015; ISO 14001:2015	ISO 45001:2018	ISO 39001:2015		ISO 45001:2018	ISO 37001:2019;ISO 37301:2019
	CCR AutoBAn	ISO 9001:2015	ISO 14001:2015; ISO 45001:2018		ISO 39001:2015		ISO 37001:2019; ISO 37301:2019
	CCR ViaOeste	ISO 9001:2015; ISO 14001:2015; ISO 45001:2018			ISO 39001:2015		ISO 37001:2019; ISO 37301:2019
	CCR Rodoanel	ISO 9001:2015; ISO 14001:2015; ISO 45001:2018			ISO 39001:2015		ISO 37001:2019; ISO 37301:2019
	CCR SPVias	ISO 9001:2015	ISO 14001:2015; ISO 45001:2018		ISO 39001:2015		ISO 37001:2019; ISO 37301:2019
	CCR MSVia	ISO 14001:2015	Equator Principles				ISO 37001:2019; ISO 37301:2019
	CCR ViaLagos					ISO 9001:2015; ISO 14001:2015; ISO 39001:2015; ISO 45001:2018	ISO 37001:2019; ISO 37301:2019
	CCR ViaRio					ISO 9001:2015; ISO 14001:2015; ISO 39001:2015; ISO 45001:2018	ISO 37001:2019; ISO 37301:2019
	CCR Renovias	ISO 9001:2015	ISO 14001:2015; ISO 45001:2018		ISO 39001:2015		ISO 37001:2019; ISO 37301:2019
	CCR RioSP					ISO 9001:2015; ISO 14001:2015; ISO 39001:2015; ISO 45001:2018; ISO 55001:2014	ISO 37001:2019; ISO 37301:2019
Mobility	ViaQuatro	ISO 9001:2015; ISO 14001:2015 A2S – Ambiente Saudável e Seguro					ISO 37001:2019; ISO 37301:2019
	ViaMobilidade – Line 5	ISO 9001:2015; ISO 14001:2015 A2S – Ambiente Saudável e Seguro					ISO 37001:2019; ISO 37301:2019
	ViaMobilidade - Lines 8 e 9	ISO 37001:2019				ISO 9001-2015 IFC/RINA Audit EcoDue/IFC Audit	ISO 37301:2019
	CCR Metrô Bahia	ISO 9001:2015					ISO 37001:2019; ISO 37301:2019
	VLT Carioca						ISO 37001:2019; ISO 37301:2019
	CCR Barcas	ISO 9001:2015					ISO 37001:2019; ISO 37301:2019

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CUSTOMER SATISFACTION MEASUREMENT

LINE 4				
Consumer evaluation surveys	2019 1º sem	2019 2º sem	2022 1º sem	2022 2º sem
% of satisfied respondents out of total number of respondents to the survey	93.0%	93.0%	93.0%	93.0%
What is the company's defined satisfaction goal in the year of application?	69.0%	69.0%	69.0%	69.0%
Methodology used in the customer satisfaction survey and sample coverage	Quantitative research with personal interviews, carried out in the paid areas of the stations. Sample with quotas proportional to the flow by season, weekday and weekend, peak and valley times.			
Note: Targets defined by the concession contract.				

LINE 5				
Consumer evaluation surveys	2019 1º sem	2019 2º sem	2022 1º sem	2022 2º sem
% of satisfied respondents out of total number of respondents to the survey	85.0%	84.0%	87.0%	81.0%
What is the company's defined satisfaction goal in the year of application?	75.0%	75.0%	75.0%	75.0%
Methodology used in the customer satisfaction survey and sample coverage	Quantitative research with personal interviews, carried out in the paid areas of the stations. Sample with quotas proportional to the flow by season, weekday and weekend, peak and valley times.			
Note: Targets defined by the concession contract.				

		LINE 8	
Consumer evaluation surveys		2022 1º sem	2022 2º sem
% of satisfied respondents out of total number of respondents to the survey		47.1%	51.0%
What is the company's defined satisfaction goal in the year of application?		85.0%	85.0%
Methodology used in the customer satisfaction survey and sample coverage		Quantitative research with personal interviews, carried out in the paid areas of the stations. Sample with quotas proportional to the flow by season, weekday and weekend, peak and valley times.	
Note: Targets defined by the concession contract.			

Consumer evaluation surveys	LINE 9	
	2022 1º sem	2022 2º sem
% of satisfied respondents out of total number of respondents to the survey	46.8%	53.3%
What is the company's defined satisfaction goal in the year of application?	72%	72%
Methodology used in the customer satisfaction survey and sample coverage	Quantitative research with personal interviews, carried out in the paid areas of the stations. Sample with quotas proportional to the flow by season, weekday and weekend, peak and valley times.	
Note: Targets defined by the concession contract.		

CONSUMER SATISFACTION ASPECT

Consumer evaluation surveys	METRÔ BAHIA				
	2019 1º sem	2019 2º sem	2020 2º sem	2021 1º sem	2022 1º sem
% of satisfied respondents out of total number of respondents to the survey	80%	83%	75%	76%	78%
What is the company's defined satisfaction goal in the year of application?	75%	75%	75%	75%	75%
Methodology used in the customer satisfaction survey and sample coverage	Quantitative research with personal interviews, carried out in the paid areas of the stations. Sample with quotas proportional to the flow by season, weekday and weekend, peak and valley times.				

Note: Targets defined by the concession contract.

Consumer evaluation surveys	BARCAS	
	2019	2022
% of satisfied respondents out of total number of respondents to the survey	74%	72%
What is the company's defined satisfaction goal in the year of application?	60%	60%
Methodology used in the customer satisfaction survey and sample coverage	Intentional sample of 600 interviews with quotas by: station; Time slot (proportional to the flow). Business day x weekend (proportional to the flow). The margin of error for the total sample of this survey is about 4.0%, considering a confidence interval of 95%.	

Note: Targets defined by the concession contract.

Consumer evaluation surveys	VLT CARIOCA	
	2022	
% of satisfied respondents out of total number of respondents to the survey	88%	
What is the company's defined satisfaction goal in the year of application?	88%	
Methodology used in the customer satisfaction survey and sample coverage	Quantitative research, with a random personal approach, carried out at stops at stations on Lines 1 and 2 of the VLT Carioca. - The interviews were carried out through the application of a structured questionnaire, using a tablet. - To ensure sample representativeness, quotas were used by period, season and weekdays/weekends based on flow data for November 2017, provided by the concessionaire itself. Users aged 16 or over who have used any of the VLT Carioca lines at least once. The interviews were carried out between November 27 th and December 3 rd , 2017.	

Note: Targets defined by the concession contract.

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MITIGATION ACTIONS

The CCR Group adopts different methods to manage threats and opportunities related to climate risks. In the year 2022, with the support of a specialized consultancy. Different areas related to the mapped climate risks were contacted, in order to identify the main actions and control measures already adopted by the Company's operations to manage and reduce the impacts of climate risks, with an assessment being made in relation to the effectiveness in controlling the risks . The results are in the tables. Impacts of physical risks and Impacts of transition risks

EMERGING RISK 2

RISK NAME

The Company may be the target of cyber threats in the future, which may adversely affect its business.

RISK DESCRIPTION

The activities of the CCR Group, as well as those of its business units that use information technology systems for their operations, which are subject to attacks, security breaches, fraud and/or theft by cybercriminals, which are becoming increasingly increasingly sophisticated, seeking to exploit any vulnerabilities that may exist in the Company's systems

IMPACT

Cyber threats can cause adverse impacts on the Company's business, financial situation and operating results, among the main ones we can mention:

- Any stoppages in information technology systems, of on which the Company's operations depend, may cause unavailability and/or operational degradation, impairing the level of service provided to users and customers who use our operations, which may lead to a reduction or loss of revenue
- If the Company's or third-party servers on which Company data may be stored are subject to physical or digital invasion, viruses or other cyberattacks, the Company's confidential information may be stolen, improperly modified or destroyed.
- Any breach of security involving misappropriation, loss or other unauthorized disclosure or use of confidential information of the Company's suppliers or customers, either by you or by third parties, may: (i) subject the Company to civil and criminal penalties; (ii) have a negative impact on the Company's reputation; and/or (iii) expose the Company to liability before its suppliers, customers, third parties or government authorities

MITIGATION ACTIONS

The CCR Group has implemented actions to monitor and develop networks and information technology infrastructure to prevent, detect, treat and mitigate risks of unauthorized access, misuse, computer viruses and other events that may have an impact on information security , among the main actions we can mention:

- Normative instruments such as policies and Code of Conduct address guidelines for Information Security, including criteria for classification and control of confidential information
- Communication campaigns and awareness training of employees and third parties about cyber threats and information security mechanisms
- The Company has technological security mechanisms to prevent potential intruders, such as technology (antivirus, edge firewall, Intrusion Prevention System (IPS, which detects attacks, suspicious behavior), antispam, Data Loss Prevention, content filters, internal firewall (protects from one network to another), URL restriction and encryptions
- There are redundancies in information technology systems, as well as backup processes that can be used in adverse situations, such as segregation of operational networks and administrative networks
- Recurrent assessment of the maturity level of the information security environment, based on the best process practices and internal controls defined in the ISO 27001 frameworks and ISO 27002
- In addition, the Company has a specific procedure for resilience, operational continuity and crisis management, which establishes the activation of a Crisis Committee and Event Response Actions in the event of a materialized cyber threat

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CONTEÚDOS
ANEXOS

Credits

OVERALL COORDINATION

CCR Group's Sustainability and
Communication Team

GRI CONSULTANCY

Origami

WRITING AND EDITING

Ability Sustentabilidade e Comunicação

GRAPHIC DESIGN AND LAYOUT

Magenta Lab

TRANSLATION

Gotcha Idiomas

PHOTOS

CCR and Rodrigo Rosenthal collection

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