



Annual &  
Sustainability  
Report  
**2018**  
Executive Version



# Index

- 03** Message from the CEO
- 04** About the report
- 05** 2018 highlights
- 06** CCR Group
- 09** Strategy and economic performance
- 11** Governance and ethical conduct
- 12** Relations with stakeholders and community development
- 13** Qualification of human capital
- 14** Quality of service
- 15** Safe operations
- 16** Operational eco-efficiency

**How to use this document**

**MESSAGE**  
ABOUT THE REPORT

**MENU**  
Navigate through the top menu for the chapters of your interest

**ARROWS**  
Navigate page by page using the arrows in the upper right corner

**HOME**  
Click this icon to return to the index

**PRINT**  
Use this shortcut to print PDF content

# Message from the CEO

**CCR Group is reaching its 20-year anniversary** with a trajectory marked by a pioneering spirit and its consistent growth. Today's Brazil is, in many respects, different and more complex than it was in 1999, when our shareholders made the unprecedented decision to join the assets, they held in toll concessions to create a holding with well-defined plan for generating long-term value.

The decision to go public as the first company to enter the Novo Mercado, a recently-created at the time stock market segment that advocates for special corporate governance practices, was an important demonstration of the commitment to transparency and integrity within our business model. Unfortunately, we had problems that came to the public recently that required painful measures, but which are being addressed through appropriate agreements with the public agencies and that release the company to continue its development cycle based on the growth and diversification of the portfolio, internationalization and in the evolution of economic and financial results.

In the Brazil of 2019, governance at any company, regardless of size and industry, needs to consider three pillars: sustainability, innovation and compliance. These topics are found in all CCR Group activities and decision-making processes, reinforced by robust policies and processes.

We made even more advancements in compliance management in 2018, with the

creation of the Office of the Vice President of Compliance, a position that was not established under the leadership organizational chart when CCR Group was created. We therefore strengthened the Integrity and Compliance Program (ICP), implemented since 2015, which has been important to spreading a culture of compliance among all employees.

As a signatory to the Global Compact and other voluntary corporate commitments, CCR Group incorporates sustainability into strategy and investment decisions. We go beyond institutional support for these initiatives, placing actions of social and environmental responsibility alongside economic and financial assessment of investments in concessions. The consolidation and growth of CCR Institute, which will celebrate its five-year anniversary, alignment of management with Sustainable Development Goals, and employee and supplier engagement, among other actions, have made this purpose a reality.

Innovation drives generation of value and goes far beyond digitalization and new technologies. For us, innovating is changing and enhancing processes, testing and finding different and better ways of doing what we do, therefore adding more efficiency, quality and agility to the services we provide.

These are the CCR Group professionals that sustain the growth of business. The qualification of people and their ambition to overcome challenges have allowed the planning

defined by shareholders 20 years ago to be successfully executed. The employees taking on new positions, mostly stemming from our own units, have the same determination to continue moving towards strategic goals.

In 2018, we showed our growth potential with the acquisition of two new concessions and the expansion of our participation in others that were already part of our portfolio. With ViaMobilidade, which manages the São Paulo metro's Line 5-Lilac and monorail's Line 17-Gold, and CCR ViaSul, which will hold the Rodovia de Integração do Sul concession for 30 years, we are showing how competitive we are. Along with the increased in participation in Aeris, the Costa Rica airport operator, and other movements made in 2018, we are strengthening CCR Group's ability to generate value and maintain the long-term growth of business.

The country started off 2019 with an even greater need to invest in infrastructure, following a period of sluggish economic growth. Private initiative, in partnership with concession authorities, is a powerful vector for making solutions viable that will improve highways, airports and mobility systems to free major urban centers of gridlock. We are ready and fortified for new opportunities, both in Brazil and abroad.

**Leonardo Couto Vianna**  
CCR Group CEO

## About the report

The CCR Group's 2018 Annual & Sustainability Report transparently the key results and perspectives on the material themes (click at them on the right to learn more). This executive version brings together highlights of the year, **access the full version** for more information.

### Related Global Compact Principles



Respect  
for human  
rights



Non-participation  
in human rights  
violations



Support for  
freedom of  
association



Eradication of  
forced labor



Abolishment  
of child  
labor



Elimination of  
discrimination



Approaching  
environmental  
challenges



Environmental  
responsibility



Diffusion of  
environmentally  
friendly  
technologies



Fight against  
corruption

### Related IIRC capitals

FINANCIAL  
CAPITAL



MANUFACTURED  
CAPITAL



HUMAN  
CAPITAL



INTELLECTUAL  
CAPITAL



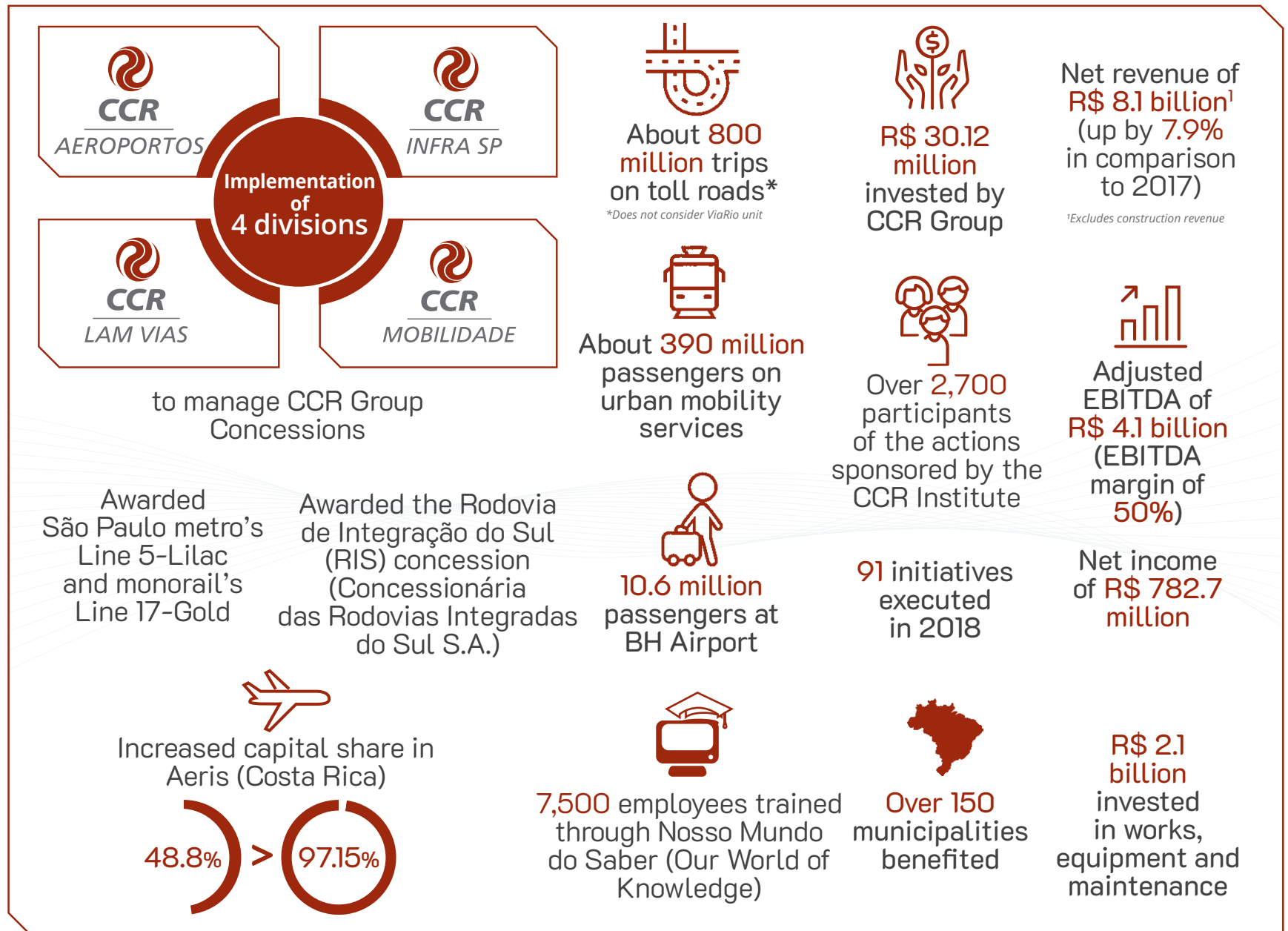
SOCIAL &  
RELATIONSHIP  
CAPITAL



NATURAL  
CAPITAL



# Highlights in 2018

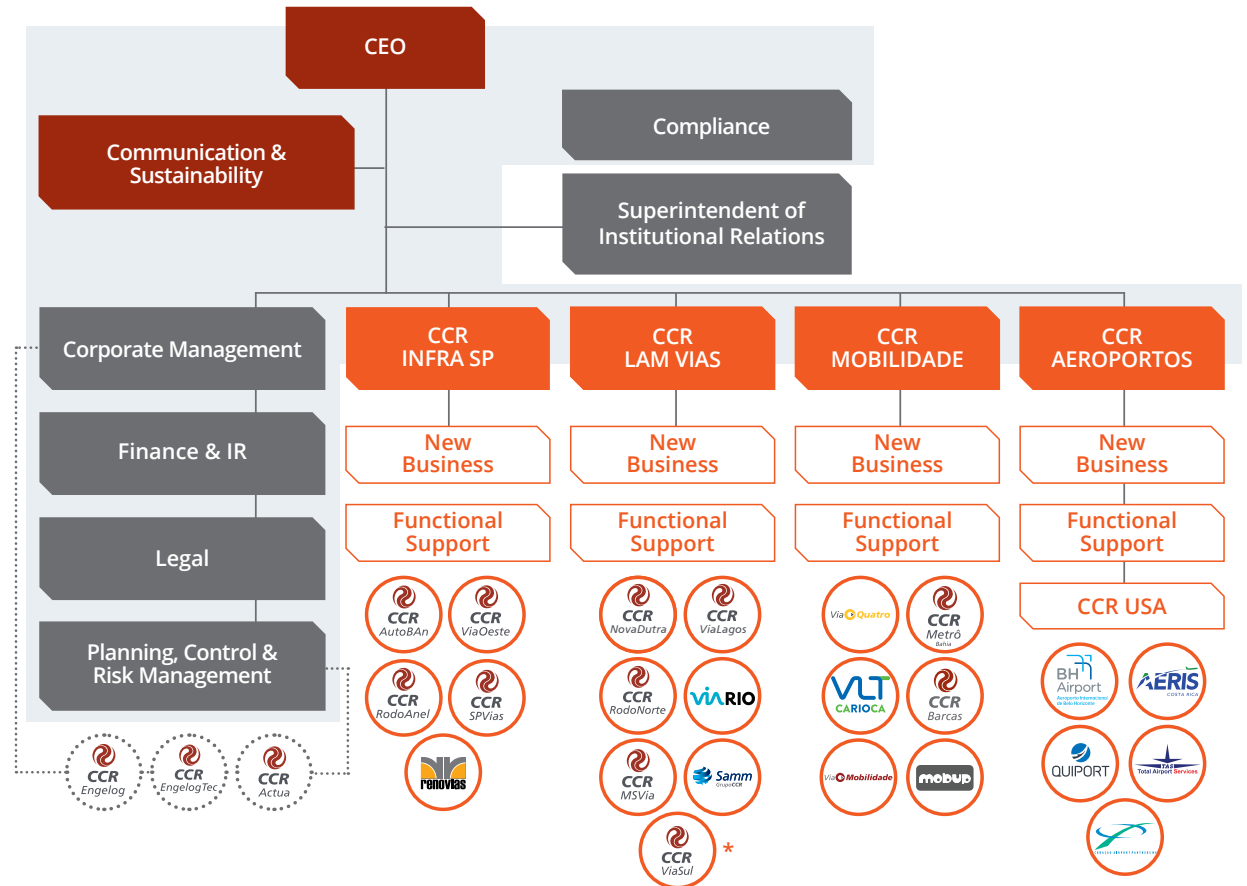


# CCR Group

**CCR Group was made up of** six toll road concessions in 1999, when the company was created to make solutions feasible for investments and infrastructure services. Twenty years after shareholders made this innovative and pioneering move, the portfolio now has 21 business units operating in management of toll roads, urban mobility systems and airports, in Brazil and abroad. The company moreover has four services businesses and the CCR Institute.

In 2018, new concessions were acquired by CCR Group. In the urban mobility segment, the company was awarded São Paulo metro's Line 5-Lilac and monorail's Line 17-Gold (under construction), both operated by ViaMobilidade. The toll road portfolio grew with the addition of Rodovia de Integração do Sul (RIS) a 473.4 kilometer stretch in the state of Rio Grande do Sul, managed by CCR ViaSul. In addition, CCR Group took over control of Aeris, which manages the largest airport in Costa Rica, increasing the concessionaire's capital share to 97.15%.

The Shared Services Center – made up of CCR Actua, CCR Engellog and CCR EngellogTec – consolidated as a competitive edge, providing more efficiency and productivity to business management in every transportation mode managed. The CCR Institute, which is celebrating its five-year anniversary in 2019, has become CCR Group's main platform for social investment and has grown its operations abroad.



\* The contract was signed on January 11, 2019, when the concession period began.

- Institutional strategic management
- Business development and management
- Corporate management
- Corporate managers

## Map of operations

Click the map caption to know the location and scope of the operations of the CCR Group



## How we generate shared value

Click on the caption of each of the six capitals of the integrated report to know the main value drivers of the CCR Group.



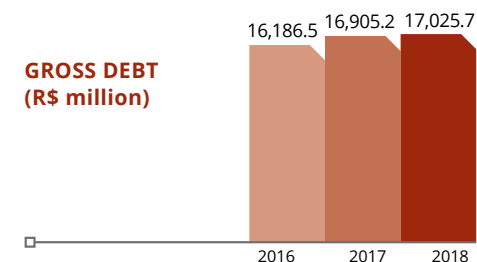
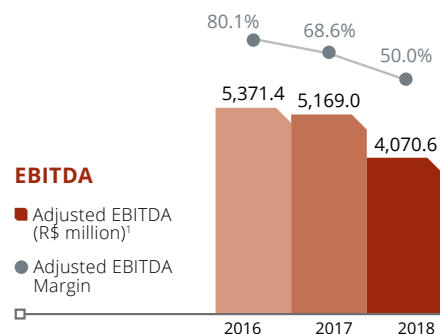
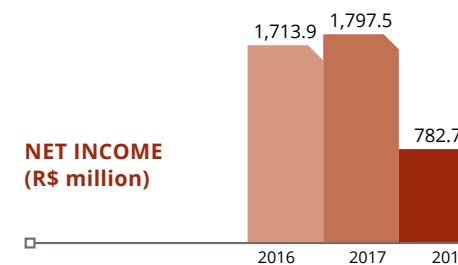
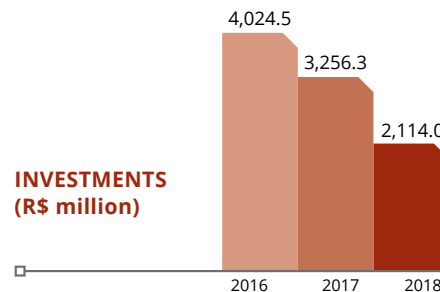
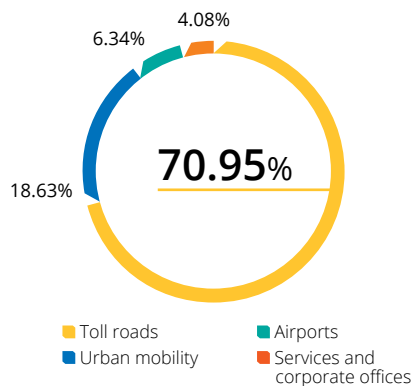
# Strategy and economic performance

## CCR Group seeks to grow and diversify

its business, efficiently and by strengthening synergies between concessions managed, in order to achieve the goal of making solutions feasible for investments and infrastructure services. The implementation of four divisions, concentrating management of concessions, strengthens the axes of strategic operation by making processes more efficient and streamlining identification of opportunities. The performance of the Shared Services Center provides for gains in competitiveness and lower costs in engineering activities, information technology and administrative services.

The company's portfolio was increased after gaining two new concessions: one in urban mobility and another in the toll road segment. The CCR Group furthermore increased its presence abroad in the airport segment (learn more on the next page).

### GROSS REVENUE BY TRANSPORTATION MODE IN 2018



<sup>1</sup>Calculated excluding non-cash expenses.

### CCR Group' size indicators (R\$ million)

	2018	2017	2016
Net revenue <sup>1</sup>	8,137	7,538	9,996
Gross debt	17,026	16,905	16,187
Equity	8,433	8,492	4,144
<b>Total assets</b>	<b>30,816</b>	<b>30,612</b>	<b>24,556</b>

<sup>1</sup>Excludes construction revenue

## ViaMobilidade

In January 2018, the ViaMobilidade consortium, led by CCR Group with its 83.34% share, won an international call for bids put out by the State Secretariat of Metropolitan Transport to operate São Paulo metro's Line 5-Lilac and monorail's Line 17-Gold. On August 4, ViaMobilidade took over management of the 20-year concession.

Around  
600 cameras  
monitoring  
yards  
and stations



28 cameras  
monitoring  
each train

11.5 kilometers  
of tracks

Around 50 million  
passengers  
transported in  
2018\*

\* Period from August to December 2018



68 elevators

17  
stations

202  
escalators



26 trains  
operating



R\$ 553.9  
million  
grant offered in  
the tender

20-year  
concession



## CCR ViaSul

In November 2018, CCR Group won a call for bids put out by the federal government, through the National Land Transportation Agency (ANTT), for concession of a group of toll roads (BR-101/290/386/448) in the state of Rio Grande do Sul. This highway system is called the Integração do Sul Highway (RIS), covering a total of 473.4 kilometers and passing through 32 municipalities. The RIS will be managed by CCR ViaSul. The contract was signed on January 11, 2019, when the concession's term will be begin.

473,4 kilometers  
longer



100,000 vehicles  
travel these roads  
daily

32  
municipalities  
served



R\$ 7.8 billion  
planned in  
investments

## Aeris Costa Rica

Aeris is the concessionaire that has been responsible for operating and maintaining Juan Santamaría International Airport, Costa Rica's biggest terminal, since 2009. In June 2018, CCR Group announced the purchase of its partners' shares in the concession, taking a majority stake in the company with 97.15% of its capital. CCR Group also acquired a controlling stake (99.64%) in IBSA (Inversiones Bancnat S.A.), which holds financial assets for Aeris.



US\$ 181  
milhões  
investidos em  
melhorias



44,000  
square meters  
of terminal  
area



5 million  
passengers  
in 2018

# Governance and ethical conduct

## CCR Group adopts a set of internal

corporate governance policies and procedures that assure generation of value for shareholders and ethical and transparent development of business, benefitting society with priority investments in infrastructure. The governance model is continually enhanced, following best market practices and capital market regulations.

The Code of Conduct and Ethics, revised in 2018, and the Clean Company Policy express the CCR Group's commitment to ethical action and transparency in conducting its business. Application of these guidelines and risk management related to business compliance are worked by the Office of the Vice President of Compliance, created in 2018, and by the Compliance area, which develops the Integrity and Compliance Program (ICP) under its strategic scope.

The main objective of the ICP, which was instituted in 2015, is to strengthen the culture of compliance on which the CCR Group was built. Through training held periodically in all units, interaction with stakeholders and revision of internal norms, all employees receive a refresher on principles and good practices to be adopted in performing their activities.

The Ethics Hotline, created by CCR Group to take grievances and reports of cases that are not in line with Code of Conduct Ethics guidelines, is one of the instruments supporting development of the ICP. All communications are received by an outside and independent company and are then analyzed and processed internally.

### New CCR Group policies (approved in 2018)

- Risk Management Policy
- Display Policy
- Compensation Policy Administration and CF

### Revised CCR Group policies

- Related Party Transactions Policy
- Disclosure and Negotiation Policy

### Revised CCR Group governance documents

- Code of Conduct and Ethics
- Internal Rules of the CAD and Committees



100% of significant contracts subject to human rights analysis or clauses

363 employees underwent specific training on the revision of the Code of Conduct and Ethics



75% of the ViaMobilidade professionals trained in the Integrity and Compliance Program

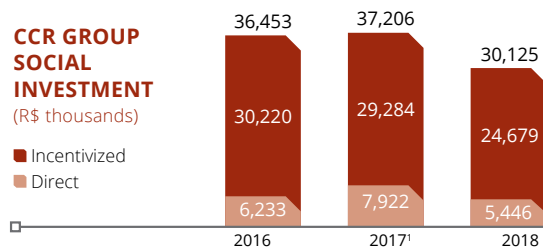


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# Relations with stakeholders and community development

## Socioeconomic and cultural development

development in the regions where CCR Group has operations is promoted through strategic articulation by the CCR Institute, which will be five years old in 2019. The work done by the CCR Institute includes direct investments in proprietary projects, support for initiatives through fiscal incentives and promotion of social themes using internal and external communication campaigns.



<sup>1</sup> In 2017, considers a one-time incentivized investment made with Renovias and the impact of the Caminhos para a Cidadania (Paths to Citizenship) program under ViaRio's areas of influence.

## Number of projects and municipalities benefitted<sup>1</sup>

	2018	2017	2016
Number of projects <sup>2</sup>	83	106	116
Municipalities benefitted <sup>3</sup>	154	130	137

<sup>1</sup> Data related to the public and municipalities benefitted does not include ViaQuatro and ViaMobilidade, which perform proprietary management of social investments, and in addition to the scope of the GRI Guidebook, this data considers the ViaRio, Curaçao Airport, Quiport and TAS units, based on the tour by pianist Simone Leitão.

<sup>2</sup> The number of projects refers to those who had resources in the year 2018, but most will be executed in 2019.

<sup>3</sup> The number of municipalities benefitted regards locations where projects executed activities in 2018; however, most of them received effective financial support the year prior.

The proprietary projects developed by the CCR Institute are the Caminhos para a Cidadania (Paths to Citizenship) and Estrada para a Saúde (Road to Health) programs. Support for initiatives through tax incentives is also made feasible by the CCR Institute Call for Cultural Projects, held annually since 2016.

In relation to campaigns, the scope of awareness-raising done by the CCR Institute includes civic aspects, volunteering and conscientious consumption, in addition to health and safety. The sweater drive in 2018 was noteworthy, under the umbrella of the "Nosso Mundo Melhor" (Our Better World) volunteer program, which raised over 120,000 apparel items and blankets in good condition for donation.

## INCENTIVIZED PROJECTS

Support for initiatives through tax incentives is also made feasible by the CCR Institute Call for Cultural Projects, held annually since 2016.

The third call for projects, held in 2018, selected 11 projects, with a total of R\$ 3 million invested through the Rouanet Act. A fourth call for projects was put out at the end of the year, to allow for a change in the selection calendar, which will now always take place in the second semester.

Caminhos  
para a **Cidadania**

259,700  
students  
benefited  
in the Caminhos  
para a Cidadania  
(Paths to Citizenship)  
program

Estrada  
para a **Saúde**

22,600  
truck drivers  
served in the  
Estrada para a  
Saúde (Road to  
Health) program

R\$ 30.12  
million  
invested by  
CCR Group



# Qualification of human capital

**Approximately 12,000 people work** in CCR Group offices and business units. These professionals' technical knowledge of the infrastructure sector and the ability to make investments to add value to the service provided to users, seeking innovations and more efficient to the processes, are the differentials in the growth of the company's business.

Formation of leaders aligned with corporate values and who are able to spread CCR Group culture to their teams is one of the strategic priorities developed under the auspices of

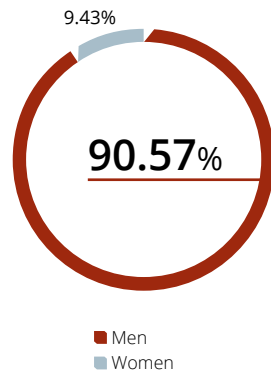
the Leadership Development Program (LDP). In 2018, through a reorganization of the People Management area, the company started to map the professional profile of over 100 executives, based on new competencies necessary to support the growth and diversification of business.

In 2018, the number of training hours provided by CCR Group increased by 11.2% over the previous year. Since the company's headcount also grew in the period, the average hours of training per employee did not change significantly.

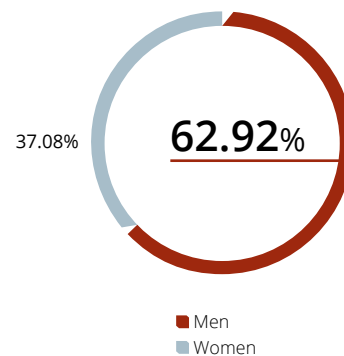
**+ 159,000 hours** of training in 2018

**95.79% of employees** are covered by collective agreements

**COMPOSITION OF THE GOVERNANCE BY GENDER**



**COMPOSITION OF FUNCTIONAL LEVELS BY GENDER**



**Number of women in leadership positions**

	2018	2017
Executive Board	5	3
Managers	19	19
Coordinators	51	50
<b>Total</b>	<b>75</b>	<b>72</b>

**Average hours of training<sup>1</sup>**

	2018	2017
<b>By gender</b>		
Men	16,85	14,45
Women	7,20	11,55
<b>Total</b>	<b>13,27</b>	<b>13,29</b>

<sup>1</sup> Does not consider board members.

# Quality of service

## CCR Group makes continual investments

in modernizing, increasing comfort and safety and guaranteeing service excellence for its users. Each unit is responsible for determining practices and mechanisms to monitor user satisfaction, always in accordance with applicable legal and regulatory requirements.

In 2018, for the seventh consecutive time, the Rodovia dos Bandeirantes, managed by CCR AutoBAn, was named the best in the country by the CNT Survey of Toll Roads 2018, carried out by the National Transportation Confederation. Other roads under company unit concessions were also included among the top 20 in the ranking.

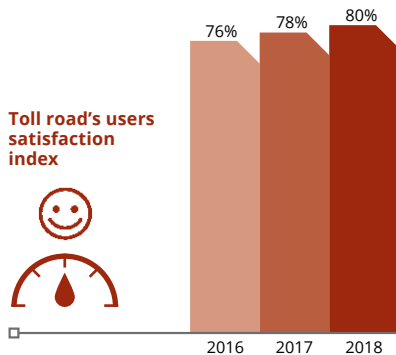
The urban mobility services, the opening of new stations in Line 4-Yellow and Line 5- Lilac demanded

planning and execution abilities from employees. In the case of ViaMobilidade, startup of operations in the last year also required agility in applying mandatory training to teams, as established in the concession contract.

Among the airports, Investments made by BH Airport, which manages Confins International Airport (MG), have been recognized by institutions in Brazil and abroad. In early 2018, the unit received the Airport Service Quality (ASQ) award from Airports Council International (ACI World) for its progress in the quality of service provided. ASQ looks at passengers' perceptions and travel experience using 34 indicators, comparing over 300 airports worldwide.



For the third consecutive year, the airport administered by Quiport (Ecuador) was chosen as the best of South America in the prize World Airport (british consultancy Skytrax)



## CNT Survey of Toll Roads 2018

1<sup>st</sup> and 4<sup>th</sup> places

CCR AutoBAn

2<sup>nd</sup> place

Renovias

10<sup>th</sup>, 12<sup>th</sup> and 20<sup>th</sup> places

CCR ViaOeste

13<sup>th</sup> place

CCR SPVias

19<sup>th</sup> place

CCR NovaDutra

*CCR ViaLagos was once again the only toll road among all toll roads crossing the state of Rio de Janeiro to receive "excellent" status on all aspects assessed*

# Safe operations

## Health and safety management at

CCR Group is based on five pillars: People, Resources/Technology, Processes, Knowledge and Policy/Relations. Among the main guidelines are employee training on and awareness of the risks associated with each type of activity, promotion of a culture of safety, execution of preventive action plans and monitoring of accident indicators.

In toll roads concessions, the set of initiatives carried out by the units, each year, focuses on the reduction of occupational accidents and the awareness of driver awareness of safe behavior while travelling.

With an intense flow of passengers during operations, CCR Group's urban mobility concessions are challenged to perform maintenance activities with the utmost agility and efficacy, in order to guarantee user safety. Training for teams, investments in the latest technology and standardization of processes are essential to the success of this work.

Safety at airport terminal operations managed by CCR Group demand joint action between all stakeholders working at terminal facilities. To continually enhance this process and minimize related risks, BH Airport has an integrated CIPA, a safety forum in which 100 people participate, including safety specialists and airport community representatives.

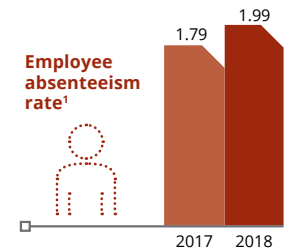
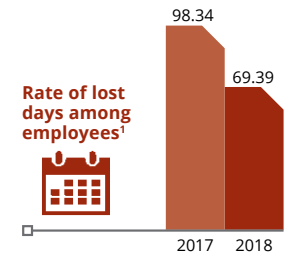
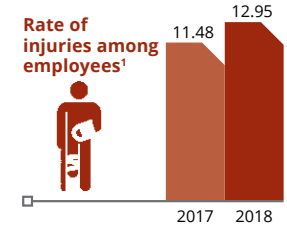


The rate of fatal victims on the toll roads of CCR Group reduced 50% since 2010<sup>1</sup>

<sup>1</sup> Does not consider the Renovias and ViaRio units.



Preventive maintenance, team trainings and adoption of top technologies contribute to ensure more security to users



<sup>1</sup> Consider only GRI scope units.

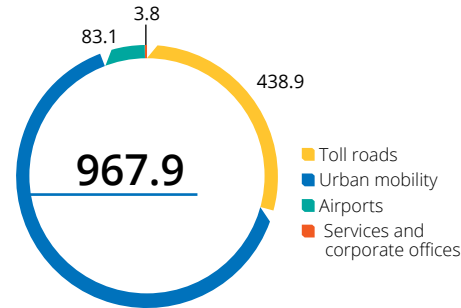
# Operational eco-efficiency

**CCR Group recognizes the** importance of natural capital in its business model and continually seeks to minimize its environmental impacts, with the support of employee awareness, application of cleaner technologies and ecoefficiency projects.

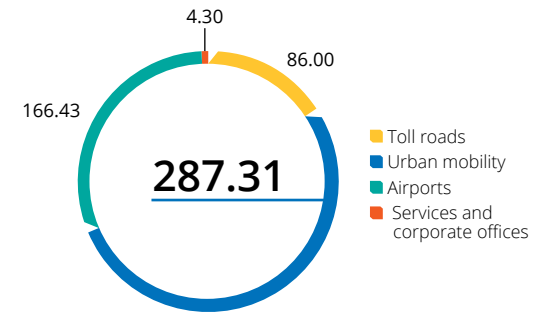
Within the shared services structure, CCR Actua is responsible for centralized sustainability management, including consolidation of indicators related to CCR Group's environmental performance. In addition, the CCR Engelog and CCR EngelogTec companies have developed new technologies and innovations in systems that contribute to reducing the environmental footprint of businesses.

There is an advanced sustainability post at business units, with employees who are equipped to manage these aspects locally and in a way that is closer to the reality at each concession. Specific targets are established, according to the situation at each concessionaire, in order to maintain or improve performance in water and energy consumption and in waste discarded annually.

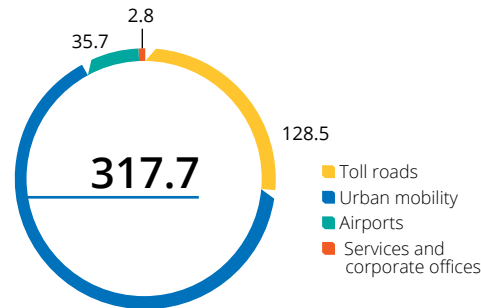
**ENERGY CONSUMPTION BY MODE OF TRANSPORT IN 2018<sup>1</sup>**  
(thousands of GJ)



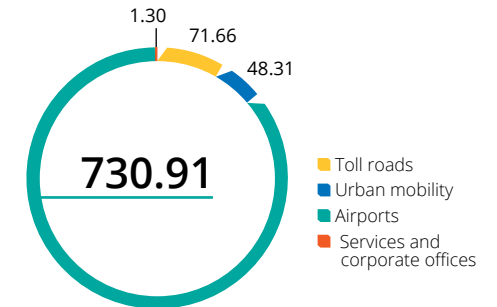
**EFFLUENTS DISCHARGED BY MODE OF TRANSPORTATION IN 2018<sup>1</sup>**  
(thousands of m<sup>3</sup>)



**WATER CONSUMPTION BY MODE OF TRANSPORT IN 2018<sup>1</sup>**  
(thousands of m<sup>3</sup>)



**GHG EMISSIONS BY MODE OF TRANSPORT IN 2018<sup>1 2</sup>**  
(thousands of tCO<sub>2</sub>e)



<sup>1</sup> Consider only GRI scope units.

<sup>2</sup> Includes scope 1, 2 and 3 emissions. Does not consider biogenic emissions and removals.

## Good practices and innovation in operations

- Research to increase the use of recycled tires in the composition of the asphalt, contributing to the reuse of waste and making the pavements more resistant to cracking and deformation
- Beginning of the study to identify and manage climatic risks in urban mobility, which will result in the construction of the Climate Change Adaptation Plan for the modal
- BH Airport's Wildlife Risk Management Program, which minimizes collisions between birds and aircrafts in the terminal with a specialized team of biologists, veterinarians and environmental technicians

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**Photos**

CCR collection

