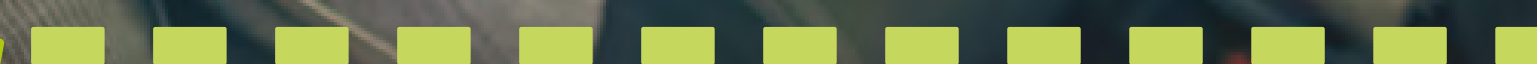




# \ 2021 INTEGRATED REPORT



CCR \ LIVE YOUR JOURNEY.





# \ INDEX

\ MESSAGE FROM MANAGEMENT .....	3	\ STRATEGY AND CORPORATE GOVERNANCE .....	23	\ FINANCES .....	89
\ ABOUT THE REPORT .....	6	STRATEGY .....	24	ECONOMIC-FINANCIAL RESULT .....	90
2021 HIGHLIGHTS .....	7	INNOVATION .....	26	ASSURANCE REPORT .....	94
PERFORMANCE SUMMARY .....	9	MATERIALITY .....	28	\ GRI AND SASB INDICATORS.....	95
\ VALUE GENERATION .....	11	GOVERNANCE STRUCTURE .....	31	GRI AND SASB INDICATORS ATTACHMENT.....	96
CCR .....	12	CONTROLS AND RISK MANAGEMENT .....	33	GRI INDEX.....	108
MAIN OPERATIONS .....	14	INFORMATION SECURITY .....	34	SASB INDEX .....	112
LOCATION OF UNITS .....	15	\ PERFORMANCE.....	35		
BUSINESS MODEL.....	16	GOVERNANCE.....	36		
\ MARKET CONTEXT .....	18	SOCIETY.....	45		
MACROECONOMIC, SECTOR AND REGULATORY ENVIRONMENT .....	19	PEOPLE.....	59		
OUTLOOK FOR THE BUSINESSES .....	21	ENVIRONMENT .....	73		

# MESSAGE FROM MANAGEMENT

GRI 102-14

## MESSAGE FROM THE CHAIRWOMAN OF THE BOARD OF DIRECTORS

In terms of achievements, 2021 could not have been better for CCR.

As presented in this Integrated Report, we advanced greatly in our three areas of activity – highways, mobility and airports, in line with our 2025 Strategic Ambition, approved in February 2021 by our Board of Directors. This is oriented to strengthening our portfolio both from the standpoint of the duration of the existing modalities and the pursuit of new assets that will enable CCR to be relevant in all its business segments as a means of generating value for its stakeholder groups, as well as for society.

This sequence of successes, however, proves the old saying “success does not come overnight”, in other words, sustainable growth is only possible when it is founded on a solid, structured base.

Three years ago, in the midst of the only crisis in CCR’s more than two decades of existence, our Board of Directors promoted robust structural transformations in the company, with an emphasis on the design of its governance,

encompassing an in-depth review of processes, repositioning, strategic course and, most importantly, implementing an important restructuring process oriented to promoting internal talent and attracting qualified and experienced professionals from the market.

We went far beyond what the then nascent valuation of ESG elements could demand. I will not go into the diverse initiatives we supported that led to the creation of clear targets for all company employees, demonstrating that our commitment to ESG is not rhetorical, given that, in its essence, our purpose is driven by human mobility in the broadest sense, both in the operational aspect and in the incessant pursuit of the satisfaction and well-being of the millions of people who use our infrastructure on a daily basis.

Based on experience I can state with full conviction that in 2021 we updated our vision of positive impact for our business. And we did this from a favorable historical base, because CCR has always been recognized for the quality of its relations with the company’s stakeholders, for its

appreciation of its direct and indirect employees and for the results it delivers.

The definition of the 2025 Strategic Ambition, the result of an in-depth review of CCR’s governance, is expressed on five fronts – customer enchantment; employee engagement; ESG, reputation and shareholder return –, thus providing a formal structure and focus for the materialization of new plans.

The challenge is to ensure that our intentions in the governance, social and environmental dimensions are increasingly materialized as an indispensable part of the company’s DNA and purpose.

On behalf of the Board of Directors I would underscore that the commitment and resilience of all its members, despite the vicissitudes we have experienced in recent years, were fundamental for the repositioning of CCR and for overcoming the challenges the company faced.

More and more, large organizations will be challenged by endogenous and exogenous factors on the path towards sustainable growth.

A natural consequence of this situation is the need for heavy investment in education and development, because only they will enable us to adapt to and address this reality.

In CCR's field of activity, as far as we can, we want to be among the best employers, we want to inspire our stakeholders with the way we value the human being and the environment, and thus become a role model in advances and modernization.

Lastly, I want to recognize and thank our executive body and all our employees for their dedication and the excellent results achieved in 2021.

**Ana Maria Marcondes Penido Sant'Anna**

**Chairwoman**



## MESSAGE FROM THE CEO

The word “conquest” is a simple representation of what 2021 meant for CCR. It would be even better to put it in the plural because we were successful in the three transport modalities that are strategic for the organization: urban mobility, airports and highways.

“Consistency” would be another suitable word to describe CCR in 2021, because all the movements we made were aligned with our ambition to reach 2025 guided by the combination of valuing people, constant attention to our risk matrix and our capital discipline, which we deem to be the path towards creating value not only for our shareholders, but for all our stakeholders, by emphasizing social aspects, sustainability and company governance.

All the challenges we faced required extraordinary focus and determination on the part of our teams. Here I express my thanks to them all.

Our advances were widely disclosed and it is important to remember what they were:

- we won 15 federal airport concessions, as well as the state concession for Pampulha, in Belo Horizonte. They now join Confins, considered one of the best airports in Brazil;

- we won the auction for the Presidente Dutra highway and the Rio-Santos highway, with an innovative proposal based on leading edge technologies and reinforced by our experience of over 20 years with this asset;
- in São Paulo, we won the dispute for the CPTM lines 8 and 9, reinforcing our position in rail transportation;
- also in São Paulo, after negotiations that extended for over a decade, we concluded an agreement with the state government to reestablish the economic-financial balance of the Via Quatro metro concessionaire, for phase 1 of the project;
- we concluded judicial discussions around the validity of the CCR AutoBAn contract extensions for CCR ViaOeste and CCR SPVias, as well as agreements to reestablish balance in the contracts for the same concessionaires;
- in Paraná, we handed over the concession that was administered by CCR RodoNorte, after running it for 24 years, confident that we returned a highway that is safer and more modern than when we assumed it.

While engaging in our new conquests, we paid constant attention to the consequences of the Covid-19 pandemic.

And our experience in 2020 ensured measures that further strengthened our positioning in this sanitary crisis.

Thanks to the advance in vaccination and the relative stability of the economy, we recorded an increase in the circulation of customers and cargoes on our highways and in our metros and airports.

In 2022, we are going to focus on the challenges of taking control of the businesses we have assumed, on the constant improvement of our portfolio of operations and on strengthening our organizational culture. And we will be attentive to all the opportunities that arise in the fields of infrastructure and urban mobility.

We are fully prepared to continue to grow in a rational and safe manner.

**Marco Cauduro**  
**CEO, CCR Group**

# ABOUT THE REPORT

**GRI 102-1, 102-3, 102-5, 102-50, 102-52. GRI 102-53 and 102-54**

Enabling infrastructure investment and service solutions to enhance human mobility and contribute towards the development of the regions in which it operates is the CCR Group's major commitment.

Organized as a publicly traded corporation, CCR was a pioneer in Brazil's B3 S.A Novo Mercado, on which it has been listed since 2002. On this exchange, CCR is distinguished as a company that maintains best management, corporate governance and relationship practices with its shareholders and other stakeholders.

Every year, CCR publishes its Integrated Report, a document that includes economic-financial, environmental, social and governance (ESG) information. Through this initiative, the corporation shares its strategies to expand and manage its multimodal human mobility structure, strengthening dialogue with and accountability to its stakeholders

In addition to complying with the Core option of the GRI Standards guidelines and CVM Resolution N° 014 on Integrated Reporting<sup>1</sup>, in this edition for the first time CCR is

disclosing SASB (Sustainable Accounting Standards Board) indicators. This represents an evolution in reporting ESG (Environment, Social and Governance) data to the market.

Discussed and approved by the CCR Executive Board and Board of Directors, this document covers information for the year 2021. The GRI indicators were assured by a third party, and the content includes all the subsidiaries of the CCR Group<sup>2</sup> – any exceptions are duly mentioned in the text.

The financial information is presented in accordance with the standards established by Brazil's CVM or Securities and Exchange Commission (Comissão de Valores Mobiliários). Data related to the GRI and SASB indicators are in general the product of analysis of the main results delivered by the company over the last three years. The report is published in Portuguese, English and Spanish. Complementary information may be obtained via the email **[contato.sustentabilidade@grupoccr.com.br](mailto:contato.sustentabilidade@grupoccr.com.br)**

Enjoy reading it!

**1.** There were no omissions of information, neither do the availability of reliable information or specific legal prohibitions impede the disclosure of relevant information

**2.** CCR S.A., CCR AutoBAn, CCR Barcas, BH Airport, CCR InfraSP, CCR LamVias, CCR Mobilidade (CIM), ViaMobilidade Lines 8/9, CCR MetroBahia, CCR MSVia, CCR NovaDutra, CCR RodoAnel, CCR RodoNorte, CCR BlocoSul, CCR BlocoCentral, SAMM, CCR SPVias, TORONTO (Quicko), CCR ViaCosteira, ViaQuatro, CCR ViaLagos, ViaMobilidade L5 and L17, CCR ViaOeste, CCR ViaSul. VLT Carioca, GBS, ATP, CIIS, CPA, CPC, Five Trilhos, MTH, TAS, SPCSP.



Credit: Ulisses Dumas

# \ 2021 HIGHLIGHTS

## CONQUESTS

- The company won the auction for the new Presidente Dutra highway concession which it will operate for 30 years. CCR RioSP will administer the Dutra from São Paulo/SP to Seropédica /Rio de Janeiro and the Rio-Santos highway from the municipality of Rio de Janeiro to Ubatuba in São Paulo.
- The company won 15 federal airport concessions (south and central blocks), in the sixth round of federal concessions. It also won the auction for the private concession of Pampulha Airport organized by the Minas Gerais state government.
- Success in the auction of lines 8 (Diamante) and 9 (Esmeralda) of Companhia Paulista de Trens Metropolitanos (CPTM - São Paulo Metropolitan Train Company).
- Reestablishment of economic-financial balance for ViaQuatro, which involves the regularization of the concession contract corresponding to the implantation of the first phase of the project.
- Formalization of a preliminary agreement to reestablish the economic-financial balance of the CCR AutoBAn, CCR ViaOeste and CCR SPVias concession contract.
- Receipt of reimbursement of R\$ 58.8 million for public works executed by the BH Airport concessionaire.

- Reestablishment of the balance of the Curaçao International Airport contract.

## AWARDS AND RECOGNITIONS

- Presence, for the first time, in the 100 OpenStartups ranking – an award for the 100 corporations most engaged in the startup ecosystem. CCR is in the top 5 in transportation and logistics.
- The “Histórias da Dutra” project was the major winner in the Communication and PR Campaign - Community Relations category of the 2021 Stevie International Business Award, one of the most important international awards for PR agencies. More than 260 executives from different parts of the world participated in 11 jury panels to choose the winners. Further information at <https://www.historiasdadutra.com.br/25-anos-de-dutra>.
- Recognition in the Post-Pandemic Leadership Guide from *Exame* magazine (distinction for Diversity education actions).
- Receipt of Rodovias + Brasil Award by CCR ViaCosteira, due to the importance of its investments, quality and positive impact for the highway. The award is organized by the land transportation authority SNTT – National Land Transportation Authority - and produced by CEBE – Brazil Export Center of Studies in Transport Logistics and Overseas Trade.

**THE COMPANY WON 15 FEDERAL AIRPORT CONCESSIONS (SOUTH AND CENTRAL BLOCKS), IN THE SIXTH ROUND OF FEDERAL CONCESSIONS. IT ALSO WON THE AUCTION FOR THE PRIVATE CONCESSION OF PAMPULHA AIRPORT ORGANIZED BY THE MINAS GERAIS STATE GOVERNMENT.**

- CCR Metrô Bahia was certified as a safe environment against Covid-19, winning the SAFEGUARD seal from the international Bureau Veritas. This was Brazil's first recognition in the passenger transportation segment based on the adoption of the quality, health and safety standards necessary to combat the pandemic.

- Belo Horizonte International Airport was awarded Green Airport Recognition by the Airports Council International Latin America & Caribbean.
- Belo Horizonte International Airport was elected the best in the country in the category airports handling more than 10 million passengers a year. The result refers to the third quarter of 2021 and was verified by the National Passenger Satisfaction and Airport Performance Survey.
- BH Airport: Certification as Sustainable Airport issued by ANAC, recognition by ACI as Green Airport 2021 and carbon level 2 accreditation.
- Aeris: the airport received important certifications in 2021, such as Green Airport Recognition, Covid-19 Safe Workplace, Airport Carbon Accreditation, Blue Flag Climate Change, ISO 50001 and Airport Health Accreditation. Receipt of awards as the best airport in Central America and the Caribbean.
- Curaçao: Certifications granted by ACI as the World's Best Airport in the Region for Customer Experience, Voice of Customer Recognition and Airport Health Accreditation.
- Quito: awards as Best Airport in the World (with less than 2M PAX), best regional airport and best airport in South America.
- Recognition of Quiport as the best airport in Latin America and the Caribbean by the Airports Council International ACI. The award is for the year 2020, in the category 5 to 15 million passengers transported a year.
- Quiport came 22<sup>nd</sup> among the companies with the best overall reputation and 7<sup>th</sup> in digital reputation in Ecuador in a survey conducted in 2021.
- TAS: The company was recognized by Amazon as the best delivery throughput port during Prime Week, receiving a revenue bonus.

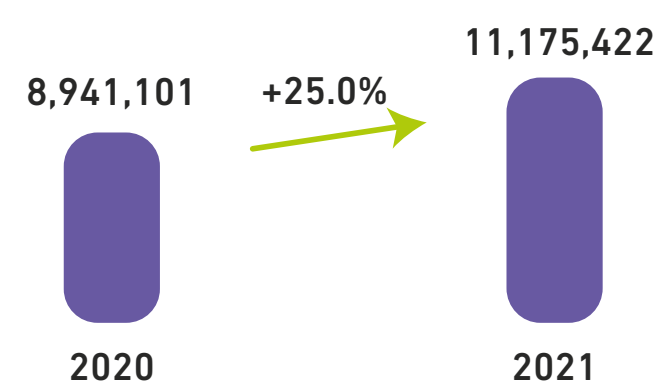


Credit: CCR Archive

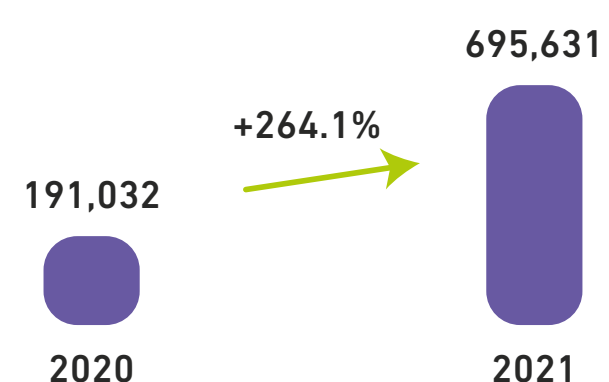
# PERFORMANCE SUMMARY

## ECONOMIC-FINANCIAL INDICATORS

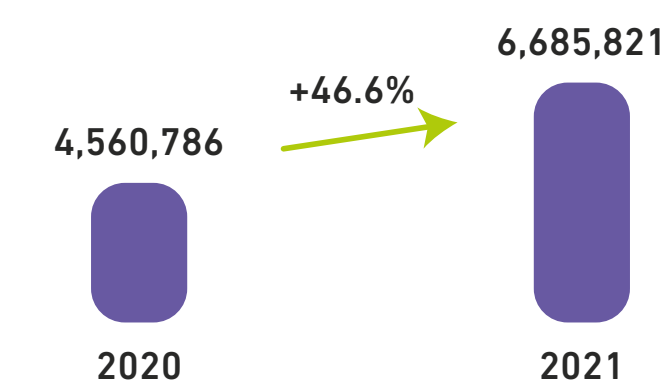
### NET REVENUE (EXCLUDING CONSTRUCTION REVENUE) – R\$ THOUSAND



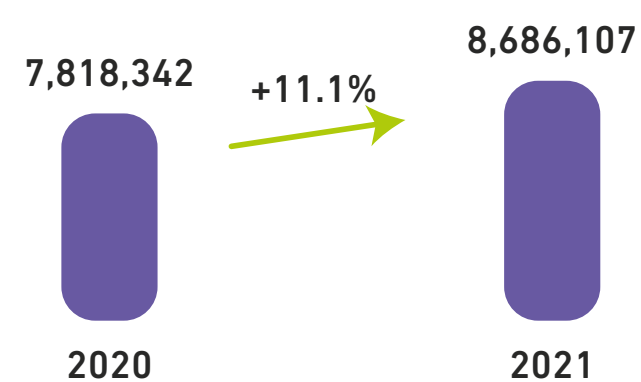
### NET PROFIT TO CONTROLLING SHAREHOLDERS - R\$ THOUSAND



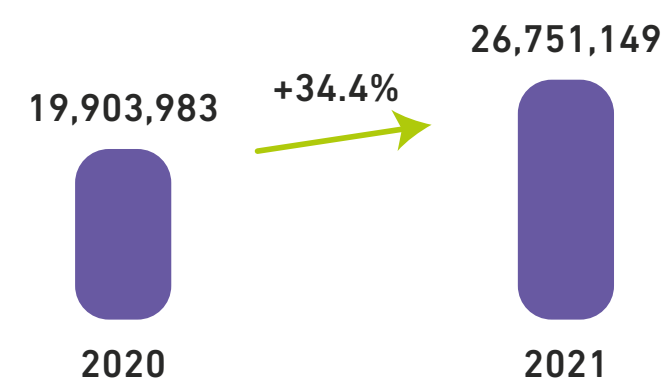
### EBTIDA - R\$ THOUSAND



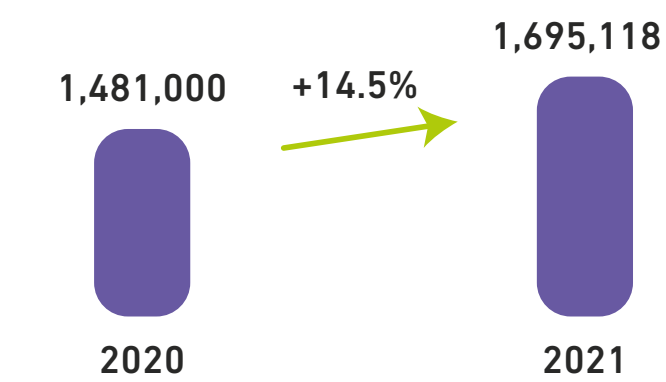
### COSTS AND EXPENSES – R\$ THOUSAND



### GROSS DEBT – R\$ THOUSAND

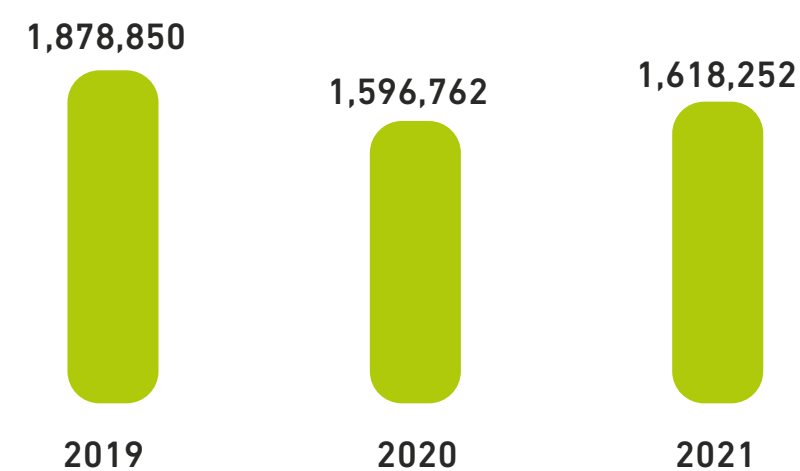


### INVESTMENT (CASH) – R\$ THOUSAND

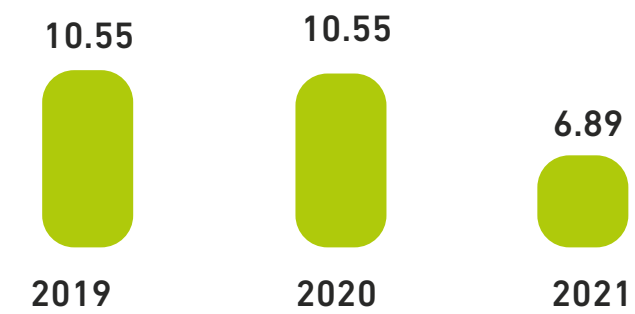


## ESG INDICATORS

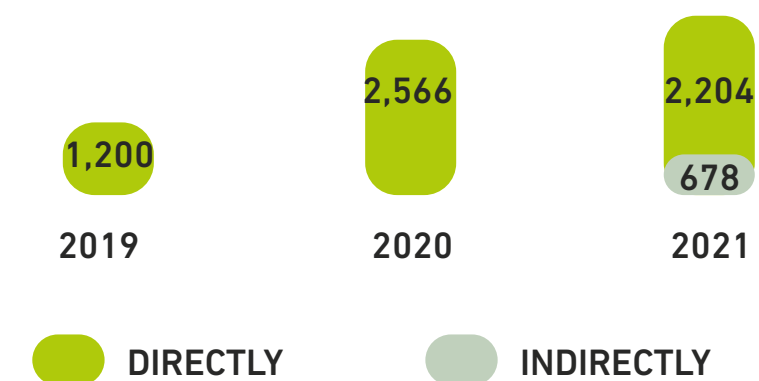
### ENERGY CONSUMPTION INSIDE THE ORGANIZATION (GJ)



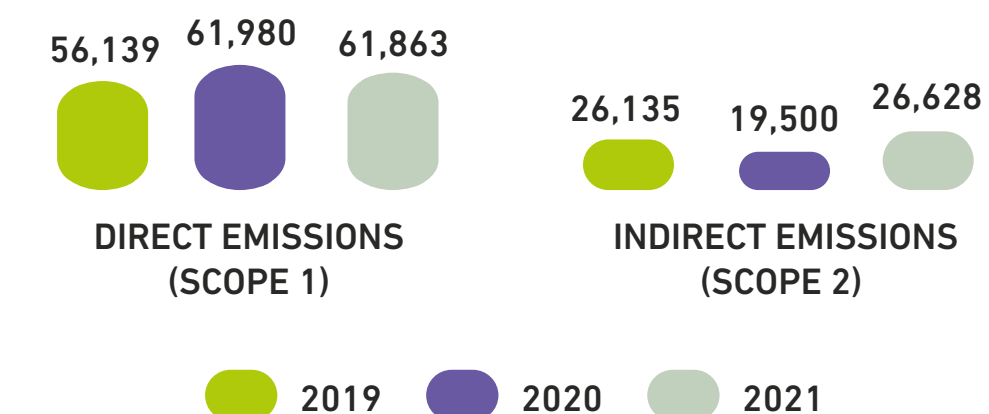
### WORK-RELATED ACCIDENT RATE (TF)



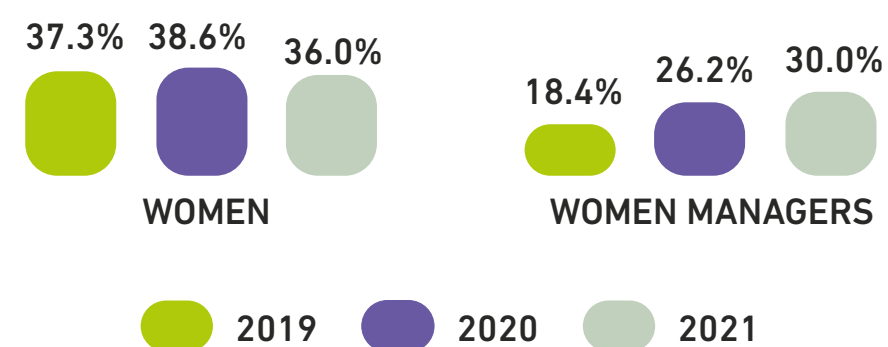
### PEOPLE IMPACTED BY SOCIAL PROJECTS (THOUSANDS)



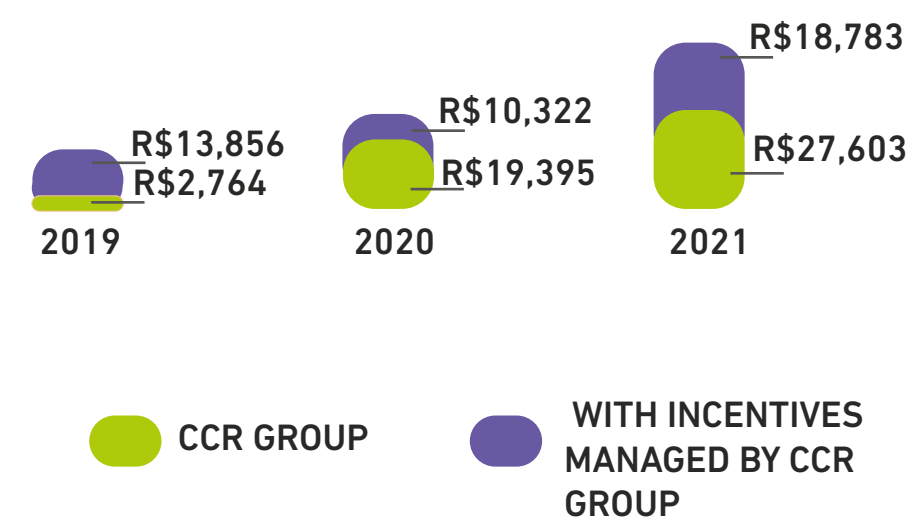
### GHG EMISSIONS (TCO<sub>2</sub>E)



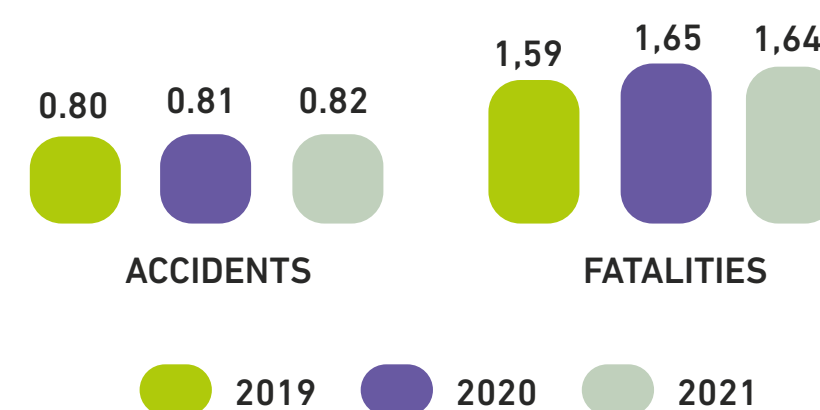
### EMPLOYEE GENDER DIVERSITY IN BRAZIL



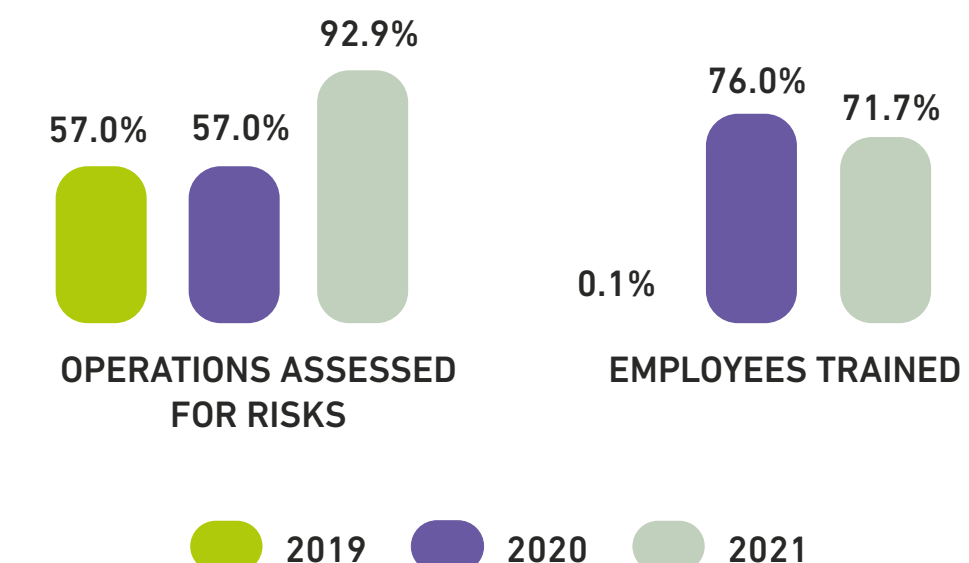
### SOCIAL INVESTMENT - R\$ THOUSAND



### ROAD SAFETY RATE



### ANTI-CORRUPTION PRACTICES





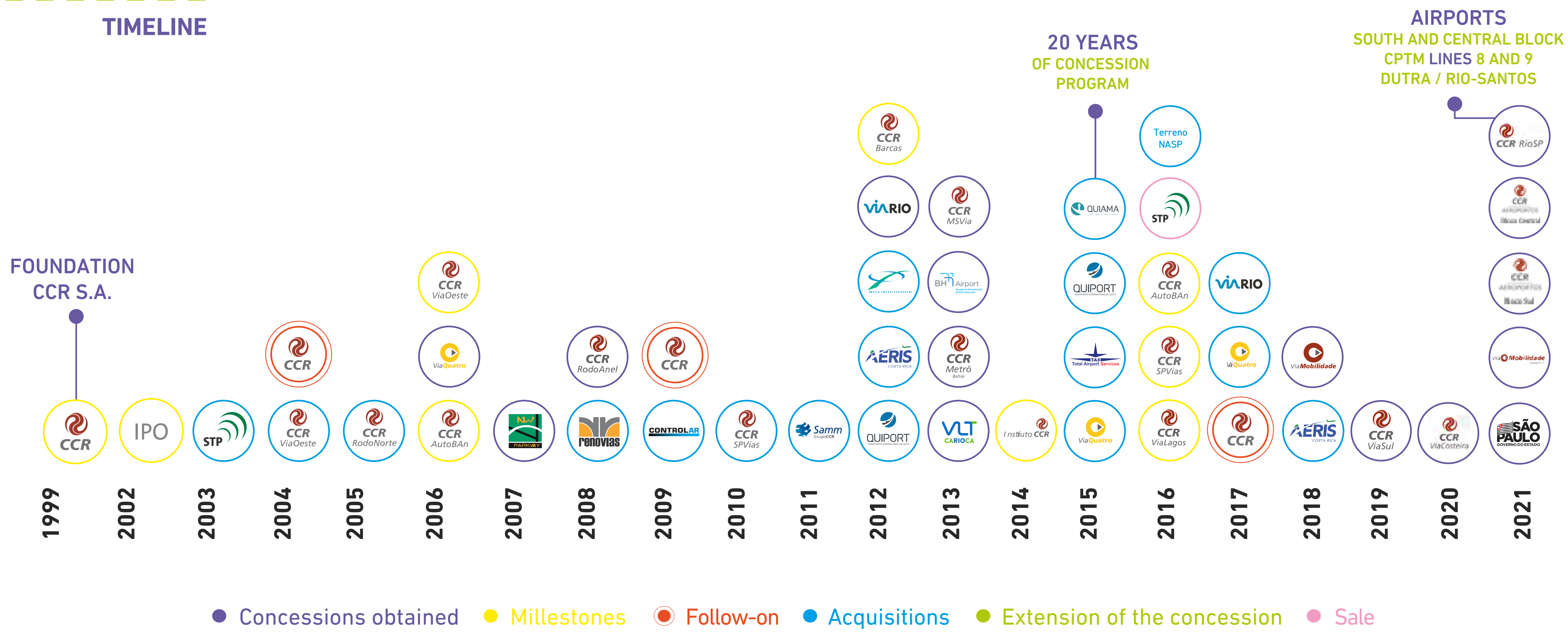
# VALUE GENERATION



Credit: CCR Archive

# CCR

## TIMELINE



## CORPORATE IDENTITY

### GRI 102-16

With less than 25 years of existence, the CCR Group has undergone significant transformations while consolidating and expanding its mobility operations. The company started life as a highway concessionaire and extended its sphere of activities to urban and air transportation. Today the CCR is a benchmark in human mobility, exercising its activities in the most diverse transportation modalities and correlated services.

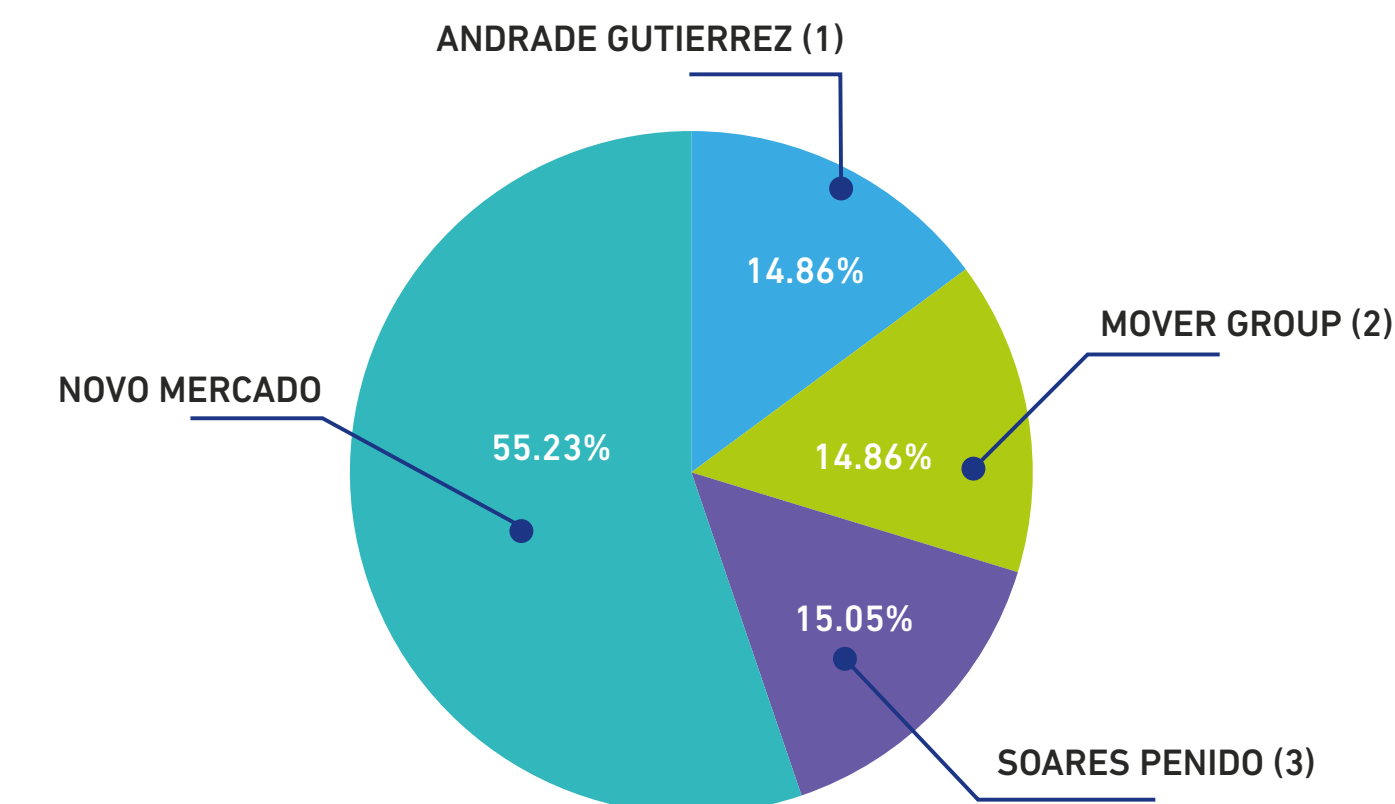
The review of CCR's values was concluded in 2021, leading to the determination of which behaviors are expected to mirror these values. They support the company's purpose and encompass values, beliefs, mindsets and courses by means of which business goals will be achieved:



click on the  
icons below for  
further information

## OWNERSHIP STRUCTURE

The CCR shareholding structure on December 31, 2021 was as follows:



(1) Includes the shares held by Andrade Gutierrez Participações S.A., belonging to the Andrade Gutierrez Group

(2) Includes the shares held by Sucea Participações S.A. and Sincro Participações S.A., belonging to the Mover Group.

(3) Includes the shares held by Soares Penido Obras, Construções e Investimentos S.A. and Soares Penido Concessões S.A., belonging to the Soares Penido Group.

# MAIN OPERATIONS

GRI 102-2, 102-4, 102-6 and 102-7

The CCR Group operates in the highway concession, urban mobility, airport and services segments. There are 25<sup>3</sup> assets, located in 7<sup>3</sup> states in Brazil, with 14,800<sup>4</sup> employees in the country. The purpose of the 2025 Strategic Ambition is to consolidate the organization as a human mobility infrastructure company focused on building better and safer paths for society.

In highways, with the recently acquired stretch of the BR-101 highway (Rio-Ubatuba), CCR will be responsible for managing and maintaining 3,698 kilometers of highways. Currently, 3,600 customers receive attendance on the highways per day.

In urban mobility, CCR administers subway, light rail and ferryboat passenger transportation systems, carrying 2 million people a day. This number may rise to 3 million<sup>5</sup> from January 2022, when the company starts operating the CPTM 8 and 9 lines. And in the airport segment, with the concession of 15 airports from the Central and South blocks granted by ANAC, and Pampulha Airport in Belo Horizonte, a concession from the Minas Gerais government, the number of passengers may exceed 23 million a year.

**3.** Does not include the assets of the CCR Aeroportos Southern Block Division (6), Central Block (9) and Pampulha, offices (3) and RodoNorte.

**4.** In accordance with GRI 102-8, otherwise it is more than 17,000.

**5.** The CCR Group started operating lines 8 and 9 on January 27, 2022, reaching over 3 million passengers.



Credit: Luís Simione

# LOCATION OF UNITS



click on the icons  
at the side for  
further information

# \ BUSINESS MODEL

GRI 102-15

Infrastructure investment and service solutions are at the center of the CCR Group business model. Oriented essentially to human mobility, above all the company focuses on people, who are the core of its activities. In its local and international projects, the goal is always to ensure that the customer experience is transformed into the best quality of life in day-to-day travel.

To achieve this target, the CCR Group grows by acquiring mobility infrastructure concessions. Currently, it operates with different types of travel modalities: highways, airports, metros, trains, boats and light rail systems. In Brazil and abroad, the business units are responsible for maintaining and operating high added value equipment and a transportation network that carries millions of people every day.

Its assets are organized in four business divisions: Highways (CCR Infra SP and CCR LamVias), CCR Mobilidade, CCR Aeroportos and CCR GBS (Global Business Services). The model enables management more focused on the types of

assets and aimed at new opportunities in accordance with the investment profile.

Employee management capabilities and technical knowledge are among the company's main assets and are employed in the delivery of transportation service excellence for its customers. Accordingly, CCR generates positive impacts and mitigates negative ones in economic, social and environmental aspects in the communities in which it operates.

In parallel with promoting its economic-financial performance, the CCR Group has been increasingly concentrating on growing in the ESG dimensions. This means reducing carbon emissions in its activities, developing cleaner alternatives in all its processes, improving health and safety indicators for employees and customers and favoring the regions in which it operates, seeking to generate shared value.



Credit: CCR Archive

# BUSINESS MODEL

THE APPLICATION/ USE OF RESOURCES...	...IN OUR BUSINESSES...	...RESULT IN...	...AND GENERATE...
<p><b>INTELLECTUAL CAPITAL</b></p> <ul style="list-style-type: none"> <li>Capacity to attract and deploy capital</li> <li>In-depth business knowledge</li> <li>Management of public service concession contracts</li> <li>Digital transformation and innovation</li> </ul>	<p><b>OFFICES</b></p> <p>São Paulo, Brasília, USA</p> <p><b>HIGHWAYS</b></p> <p>CCR NovaDutra, CCR ViaLagos, CCR RodoNorte, CCR MSVia, ViaRio CCR ViaSul, CCR ViaCosteira, CCR AutoBAn, CCR ViaOeste, CCR RodoAnel, CCR SPVias, Renovias</p>	<p><b>...IMPACTS...</b></p> <p>Emissions of <b>65,721 tCO<sub>2</sub>e</b> (Scope 1)</p> <p>Emissions of <b>26,182 tCO<sub>2</sub>e</b> (Scope 2)</p> <p>Emissions of <b>203,195 tCO<sub>2</sub>e</b> (Scope 3)</p>	<p><b>1.3 million</b> customers attended on highways per year, equivalent to 3,600 per day</p>
<p><b>FINANCE</b></p> <ul style="list-style-type: none"> <li>Investments: R\$ <b>1.7 billion</b></li> <li>Solid Financial Structure</li> </ul>	<p><b>MOBILITY</b></p> <p>ViaQuatro, CCR Barcas, VLT Carioca</p> <p>CCR Metrô Bahia, ViaMobilidade L5 and 17, ViaMobilidade L8 , Quicko</p>	<p>Consumption of <b>23,184 GJ</b> of renewable and <b>462,504 GJ</b> of non-renewable energy</p> <p>Consumption of <b>520 megaliters</b> of water</p>	<p><b>23 million</b> passengers using the airports per year (pre-pandemic)</p> <p><b>87% reduction in the fatality rate</b> on our highways, around <b>320,000 accidents prevented and more than 26,000 lives saved</b></p>
<p><b>PEOPLE</b></p> <ul style="list-style-type: none"> <li><b>14,800</b> employees</li> <li><b>18.8</b> average hours of training</li> </ul>	<p><b>AIRPORTS</b></p> <p>BH Airport and Pampulha (MG), Curaçao Partners, Aeris, Quiport, TAS (airport services), Goiânia (GO), Palmas (TO), Teresina (PI), Petrolina (PE), São Luís and Imperatriz (MA), Curitiba, Bacacheri, Foz do Iguaçu and Londrina (PR), Navegantes and Joinville (SC) and Pelotas, Uruguaiana and Bagé (RS).</p>	<p>Generation of <b>31,600 tons</b> of waste</p> <p><b>17</b> work-related accidents with serious consequences and <b>one fatality</b></p>	<p>and a distribution of added value of:</p> <ul style="list-style-type: none"> <li>● <b>R\$ 1.5 billion</b> in personnel and charges</li> </ul>
<p><b>RELATIONSHIPS</b></p> <ul style="list-style-type: none"> <li><b>35,000</b> suppliers</li> <li><b>R\$ 44.6</b> million in Social Investment (direct and via incentives)</li> <li>Regulatory authorities and governments</li> </ul>	<p><b>SERVICES</b></p> <p>Global Business Services, SAMM</p>	<p>Recovery and restoration of <b>25 hectares</b> of native vegetation</p> <p><b>678,000</b> people impacted by Instituto CCR social projects</p>	<ul style="list-style-type: none"> <li>● <b>R\$ 3.8 billion</b> in taxes, charges and contributions</li> <li>● <b>R\$ 2,0 billion</b> in financial expenses and rents</li> <li>● <b>R\$ 3.5 billion</b> in dividends and interest on own equity</li> </ul>
<p><b>NATURAL RESOURCES</b></p> <ul style="list-style-type: none"> <li>Water</li> <li>Electrical energy</li> <li>Fuels</li> </ul>			<ul style="list-style-type: none"> <li>● <b>R\$ 11 million</b> in retained profits</li> </ul>

# MARKET CONTEXT



Credit: CCR Archive

# MACROECONOMIC, SECTOR AND REGULATORY ENVIRONMENT

The obstacles and demands caused by the Covid-19 pandemic, initiated at the end of 2019, continued to impact the CCR businesses throughout 2021. However, significant accomplishments in all the divisions generated positive effects and consolidated the company's path towards materializing its ambitions for the period 2020-2025.

## HIGHWAYS

In 2021, CCR needed to balance the highway concessions operation in terms of traffic volume and earnings. In 2020, the pandemic caused a major decrease in traffic on highways, in particular of light vehicles. This volume began to recover in 2021, however without reaching pre-pandemic levels.

In relation to the demobilizations occurred in 2021, the main one was with CCR RodoNorte, responsible for managing a group of highways in the north of Paraná. CCR handed the operation back due to the termination of the concession, having met 100% of its obligations. In addition to executing all the works agreed on, CCR RodoNorte ended its activities ensuring additional social measures, such as the extension of the health plan of the employees who were terminated with the end of the concession. All these factors helped to ensure a positive effect on the company's reputation.

However, the year was not only marked by challenges: there were significant achievements in the CCR LamVias and CCR Infra SP divisions, responsible for the highway concessions. This was the case of the NovaDutra (Presidente Dutra Highway) which will be substituted by CCR RioSP, the tender for which CCR won in 2021 and others related to the reestablishment of balance in existing operations. This was what happened with the CCR AutoBAn, CCR ViaOeste and CCR SPVias concessions: a Preliminary Agreement with the state transportation authority ARTESP (São Paulo State Transportation Agency) recognized the right to reestablishment of economic-financial balance, extending the term of concession in the three cases.

## MOBILITY

During 2021, the CCR Mobilidade Division continued to face the main challenges provoked by the Covid-19 pandemic: the reduction in the number of passengers transported. Considering that the offer of transportation and operational costs were maintained, execution was once again put to the test. The year ended with an average number of passengers equivalent to 70% of the total for 2019, the last period before the pandemic.

On the other hand, the company achieved two major victories. The first was the reestablishment of the economic-financial balance of the ViaQuatro contract for the São Paulo metro Line 4 – Yellow. The legal dispute had existed for over ten years; with the agreement, the state of São Paulo recognized a debt of around R\$ 800 million to the company, payment of which will begin this year. The second was the winning bid for the lines 8, Diamante, and 9, Esmeralda, of the CPTM rail network. The expansion of rail transportation gives the business scale, driving gains both in terms of physical presence and cash generation.

## AIRPORTS

The CCR Aeroportos Division saw significant expansion in 2021. After gaining the Central and Southern blocks in the sixth round of airport concessions promoted by the federal government and winning the auction for Pampulha Airport, granted by the state of Minas Gerais, the division had a portfolio of 20 airports under management. The airports of Curaçao, Ecuador, Costa Rica and Confins (Belo Horizonte International Airport), which were already under management, are now joined by the airports of Pampulha (MG), Goiânia (GO), Palmas (TO), Teresina (PI), Petrolina (PE), São Luís



Credit: CCR Archive

and Imperatriz (MA), Curitiba, Bacacheri, Foz do Iguaçu and Londrina (PR), Navegantes and Joinville (SC) and Pelotas, Uruguaiana and Bagé (RS).

Considering the macroeconomic environment, the pandemic continued to impact the business in a number of ways and rapid changes in the conjuncture caused by Covid-19 demanded a high degree of adaptation by the teams working with the airports. There is a positive aspect to this situation: it has resulted in an enhancement of procedures and increasingly specific know-how in operational re-adaptation.

In terms of passenger numbers, the year ended on a positive note: there was a major resumption in traffic with levels at some airports equaling those of 2019, in other words, prior to the pandemic.

## SERVICES

2021 saw the consolidation of the unification of all operations related to CCR Group services – engineering, technology, procurement and SSC (Shared Service Center) in a single structure, CCR GBS. Now, all the requirements of these areas are centralized in this structure, ensuring processes are more agile and efficient, both in technical and financial terms. The benefits for the CCR Group are already making their presence

felt. In the procurement area, for example, control over invoices processed has increased exponentially, reaching 623 million documents, while purchase orders processed have exceeded R\$ 800 million. It is important to note that there were also gains for the teams. With the reorganization, there were almost 400 internal movements, with employees posted to new positions, receiving promotions and becoming even more engaged in the company.

Among the new services implemented, worthy of note was the provision of extended electronic payment alternatives for various group operations – highways, airports, metros and ferry boats. These have already resulted in benefits, such as a reduction in the circulation of paper currency in toll booths and an increase in online sales at the BH Airport parking lot.

# OUTLOOK FOR THE BUSINESSES

---

All the projects CCR undertook in 2021 and which will continue in 2022 resulted in execution requirements that the company will need to address in the coming years. Structures and teams, among others, will have to expand exponentially during the course of 2022 to ensure operation within the planned parameters. Two examples of the types of movement that have been occurring in recent months: in the CCR Mobilidade Division, the number of employees has grown greatly to around 6,900; another 16 assets were added to the CCR Aeroportos Division operation, growth which generates significant operational and management challenges. Furthermore, each division will need to meet specific requirements.

## HIGHWAYS

In general terms, Brazil still has a long way to go regarding its highways. The approval rate in relation to the state of highways exceeds 50% only in the Southeast of the country – 26% are considered in excellent condition and 27%, good. This situation, albeit challenging for the customer, represents

a major opportunity for CCR: winning new concessions and providing its high quality services to customers.

One of the major prospects for the coming years is the recuperation of traffic on highways. With the abatement of the pandemic, it is expected that vehicle traffic circulation, in particular passenger vehicles, will return to pre-2020 levels and resume growth. There is concern, however, that the increase in inflation is restricting passenger traffic and about how this situation will evolve during the course of 2022.

Regarding the increase in interest rates underway in the country, a problem that could affect the cost of the division's debts, the situation is under control. The division brought forward debt rollover operations, minimizing the pressure for refinancing.

Key objectives for the year are the definitive formalization of the conclusion of the main legal disputes with the state of São Paulo and obtaining further federal, state and municipal concessions. In the federal sphere alone, auctions for 14 highways are scheduled for 2022. It is CCR's ambition to win part of these, maintaining its upward trajectory in this area.

## MOBILITY

The situation is rather similar in mobility. In general, good services are lacking in the country, which enables major prospects for contributing to society and developing good businesses while improving the quality of public transport.

With the victory in the concession of lines 8 and 9 of the São Paulo metropolitan rail network, CCR's presence in rail transportation will double in size when the operations are assumed in full by the company in January 2022. The extension in kilometers increased by 104%, accompanied by a 56% increase in the number of stations.

The expectation is that passenger traffic will continue to increase but will not reach pre-pandemic levels, at least during the coming year. It is expected to reach 85% by the end of 2022.

## AIRPORTS

With the new airport acquisitions, the rate of passengers transported by the CCR concessions practically doubled: from

22 million passengers a year (the numbers for 2019, the last year for which there is data), it should increase to 43 million. Other significant numbers for the business are the projected increase in net revenue (which will grow from 1.4 to 2 billion reais per year); the number of employees hired (an increase of around 700 jobs); and Ebitda (which should grow from 0.5 to 0.8 billion reais).

This gain in scale, necessary to operate profitably in the sector, in addition to boosting the value of CCR assets, will increase the company's competitiveness in the airport category.

The start-up of management of the new airport concessions represents an operational challenge. It will involve 16 new cycles of hiring, the definition of administrative and safety policies and the establishment of diverse procedures, among a series of other necessary movements. The company is preparing carefully to meet this challenge.

Another question looming on the horizon is to see whether the passenger boom in 2021 will be sustained. In spite of customers' predisposition to resume travel, the increase in inflation and its effect on personal finances could generate a reduction in traffic that the company will need to deal with.

In terms of future prospects, worthy of note are the opportunities arising from the extensive new CCR Aeroportos portfolio regarding strategic partnerships, generation of commercial revenues, the development of new routes and destinations and gains in scale.

## SERVICES

CCR GBS's target for 2022 is to continue to evolve towards excellence. This will be achieved with the enhancement of the integration of all processes related to engineering, technology, procurement and SSC services.

In addition to this major goal, other specific initiatives will also be worked on. Supplier relations, for example, are being revolutionized. CCR has been engaging in the development of new partners, training construction companies, developers and other companies that may work with it in compliance and sustainability.

The goal is to further extend this training over the coming years. Another target related to suppliers is engaging them in innovation. Projects managed by the procurement area will continue to propose themes for the development of solutions providing space for the development of pilots that could generate benefits for the CCR Group operations. Read more about these in "Generating value for suppliers".



Credit: Pedro Vilela



SCREEN  
CONTRAST



NARRATION

# I STRATEGY AND CORPORATE GOVERNANCE



Credit: Luís Simione

# STRATEGY

The CCR Group has a well defined focus for the future. In the design of its **2025 Ambition**, there are clear targets in five dimensions: reputation, ESG, customers, employees and businesses. The proposal is to achieve these by strict adherence to the company's purpose: **To take care of infrastructure services so that people are better able to care for their own paths.**

And focusing not only on financial aspects, but far beyond them. The projected future requires a change in mindset in the way the business is managed, and its execution depends on managers and employees understanding the transformations taking place in society.

In terms of **reputation**, ideally the company should among those with the best reputation in Brazil in line with the methodology **RepTrak**. Aspects such as admiration, empathy, esteem and trust are taken into account in the assessment, which generates an indicator related to the emotional bond the company is able to create with its stakeholders.

Regarding **ESG** (Environmental, Social and Governance) practices, the target is to lead the MSCI ESG Leaders segment, which classifies the companies with the best ESG performance compared with global peers.

In terms of **customers**, CCR wants to offer the best service and with this, reach and maintain a high rating in NPS, Net Promoter Score, an index that measures customer loyalty and the probability that they will recommend a company to others.

By shifting focus to the **employee**, the proposal is to continue to enhance the organizational structure and boost talent attraction and retention levels.

In terms of **shareholder return**, the company's ambition is to maintain the sustainable growth of the organization through organic and inorganic growth, optimizing return for its shareholders aimed at appreciation in the value of its stock.

All these goals are incorporated into Polaris, the name given to CCR's 2025 strategic planning.



Credit: CCR Archive

## CCR AMBITION

**LEADER IN HUMAN MOBILITY INFRASTRUCTURE, PROVIDING AN ENCHANTING EXPERIENCE FOR THE CUSTOMER AND TRANSFORMING THE LIVES OF THE PEOPLE IN THE REGIONS IN WHICH IT OPERATES.**



2025 AMBITION

### REPUTATION - REPTRAK

Group of companies with the best reputation in Brazil

### ESG

Leader in the MSCI industry  
Leader

### CUSTOMER

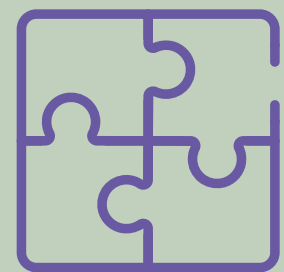
Service differential  
NPS

### EMPLOYEE

Organizational survey  
and attraction ranking

### SHAREHOLDER

TSR



WHERE TO PLAY

## FULL POTENTIAL OF THE CURRENT BUSINESS

### CORE BUSINESS AND ADJACENCIES



Preserve and expand leadership in Brazil



Preserve and expand leadership in Brazil



Conduct turnaround of current assets and gain a competitive position in Brazil

## DIVERSIFICATION (NEW BUSINESSES)

### NEW DRIVERS

Develop portfolio associated with current modalities, and other sectors (to be validated)

Scale up Quicko

Generate ideas: innovation lab.



ENABLERS

**ORGANIZATIONAL  
STRUCTURE**

**CULTURE**

**MANAGEMENT MODEL**

**DATA AND  
TECHNOLOGY**

# INNOVATION

The year began with a new CCR Group vision for innovation. Historically innovations have always happened in the CCR Group. However, believing that the future will require greater emphasis on internal and external initiatives, CCR now has an executive director responsible for this area. In addition to this director, the Innovation area is part of the corporate center and the CCR GBS with a view to jointly driving the strategic plan and fostering an innovation culture. To crown 2021, at the end of the year the **CCR Innovation Plan - Pdlnova** was approved.

As part of Pdlnova, the **Supply Chain Innovation Program** is underway. This is aimed at creating a connection between CCR and its suppliers to generate advantageous differentials for both parties. All these initiatives contribute towards boosting the CCR Group's competitiveness.

## INNOVATION LABORATORY WHERE WE WANT TO BE IN 3 YEARS



Ideas consistently transformed into reality, driving results and solutions scaled up for the whole organization.



Initial focuses consolidated, expanding to other fronts (electronics, materials, engineering, etc).



Self-sufficiency in resources with the use of incentives, sector funding, investments with partners and foment/development funds.



Integrated and part of the CCR Innovation ecosystem.



Credit: CCR Archive

The **Innovation Laboratory** came into being together with the strategic definition of how to diversify the CCR businesses, as a channel for generating and experimenting with new ideas that create solutions and products based on the company's needs and opportunities. The initial focus is on data science and digitalization.

In 2021, work began on assembling a team with key internal competencies, with the hiring of data scientists and specialists in application development. Moreover, a network of external partners was set up with the development of a study on the mapping of patents, intellectual property, tax incentives and sources of financing.

Additionally, in 2021 another edition of the **Open Innovation Program** was held. This was designed to attract solutions from the startup and enterprise ecosystem from all the regions in Brazil. The purpose of the initiative is generate proposals for the company's different transport modalities: rail, highways, boats and airports.

The challenge is connected with human mobility and CCR's purpose, which is to take care of infrastructure services so that people are better able to care for their own paths. This enables CCR to identify and connect with companies that are revolutionizing the market. The company pursues the best ideas and technological solutions in the areas of engineering and supplies, and the projects selected will be put into practice in pilot projects.

In its portfolio, CCR already has **Quicko** – an urban mobility startup funded with investments by the group. In a single app, Quicko combines everything people need to get around more conveniently and predictably, offering routes and information in real time that combine different means of transportation, such as buses, metros, trains, bicycles and even walking.

The number of downloads of the app has grown by a factor of 15 over the last 18 months. In addition to route planning, in Salvador and São Paulo, the app permits the direct purchase

of credits for travel tickets. The idea is to increasingly expand Quicko's connectivity with the transportation ecosystem, strengthening the application's role in providing solutions for people's needs.

The partnership with operators goes even further: with CCR MetrôBahia, Quicko allows users to see how full trains are and to plan their travel taking into account comfort and how much of a hurry they are in. In the city it also offers the Clube Quicko, which offers benefits and advantages to users of public transportation. This means greater sustainability, since including transportation assets and electrics, such as bicycles and metros, reduces greenhouse gas emissions.

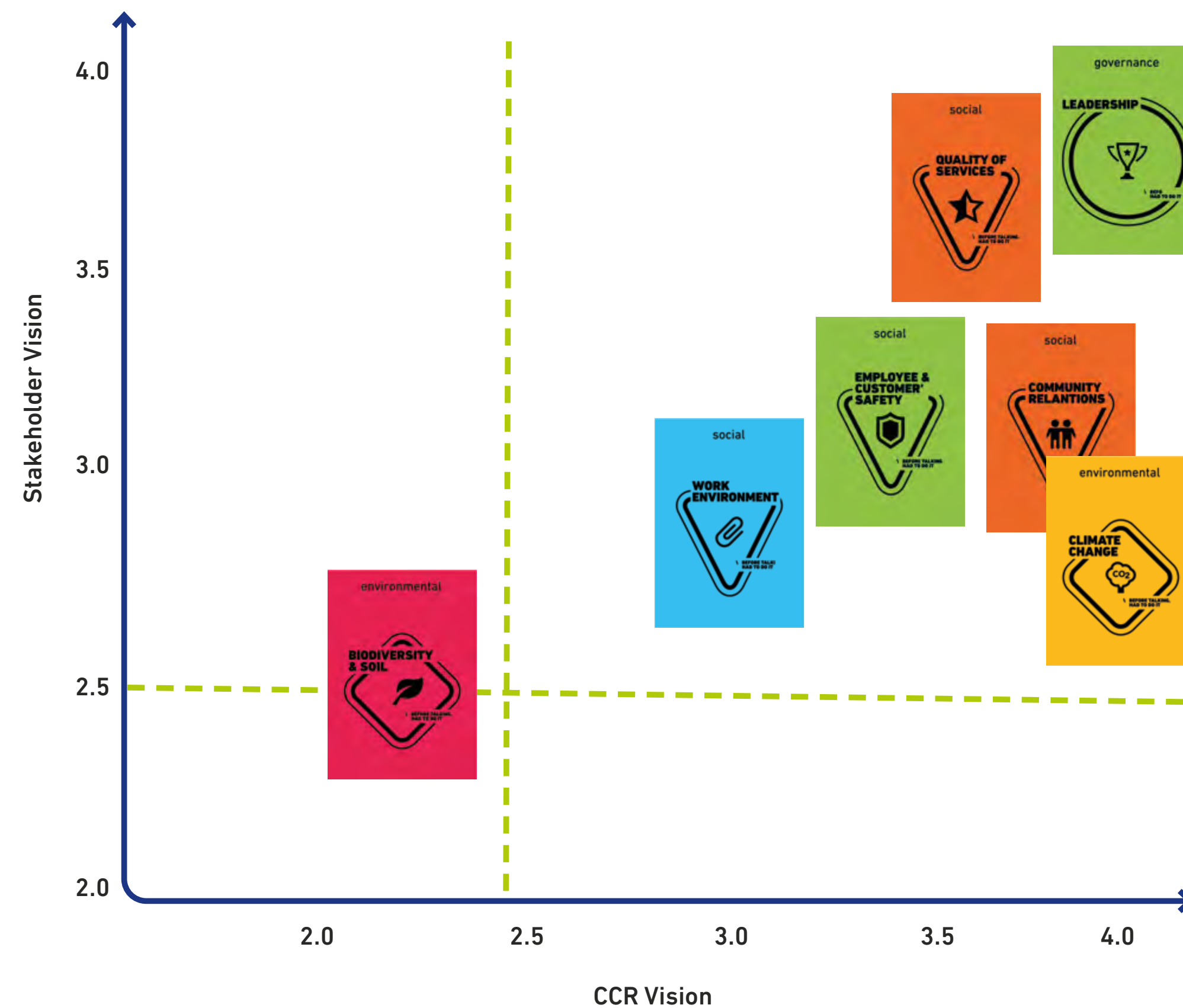
# MATERIALITY

GRI 102-40, 102-42, 102-46 and 102-47

The review of the CCR materiality matrix was begun in 2020 and concluded in 2021. This led to the identification of the seven ESG material topics associated with the CCR Group businesses. In the Environment pillar, actions will be concentrated on climate change and the association of biodiversity and land. In the Social pillar, the focus will be split between employee and customer safety, the work environment, service quality and community relations. Lastly, in the Governance area, the initiatives will address ethical conduct in business, competitive behavior, leadership and the legal and regulatory environment.

The stakeholder consultation process involved diverse company communication and relationship channels, as well as studies by civil society organizations and financial market agents. For example, the definition of materiality involved the consultation of market indexes including MSCI, S&P CSA, CDP and Sustainalytics, sustainability indicator protocols such as GRI and SASB, as well as channels such as the Ombudsman and CCR Group reputation and service quality surveys, among others.

## MATERIALITY MATRIX



The transversal nature of the material topics and the initiatives linked with them strengthen the CCR Group's sustainability culture and, over time, will create the bases for "integrated thinking" as espoused by the IIRC - International Integrated Reporting Council.

Ensuring continuity for the company's commitment to its sustainability agenda, and with support from a specialized consultancy, the **ESG Steering Plan** was developed, setting forth strategic goals, action plans, the definition of KPIs and targets related to executive and employee variable compensation. Further details on page 37.

The process of building the ESG Plan further reinforced the question at CCR in function of the direct involvement of the Board in the discussions and approval. The strategic nature of the ESG agenda is grounded in the new governance structure developed for it. From the end of 2021, the area was placed within the Governance, Risk, Compliance and Internal Audit structure, with periodic reporting to the Board of Directors.

Reinforcing engagement in climate change, a strategic question for the CCR Group, the company's Decarbonization Plan was initiated in 2021. Throughout 2022, the company will develop SBTs (Science-Based Targets) and commitments that will be published later in the form of ESG KPIs. More detailed information about performance in climate change is available on page 78.

Furthermore, CCR discussed its ESG actions in investor forums, such as CCR Day and in Road Shows. It also initiated

the implementation of a Procurement Sustainability Program in partnership with Ecovadis. The program demonstrates the importance of the supply chain for CCR, and the company's commitment to supporting its suppliers in the development of best integrity, transparency and sustainability practices

For the 11<sup>th</sup> consecutive time, the CCR Group was listed on Brazil's Corporate Sustainability Index (ISE) and Carbon Efficient Index (IC02). It has an A rating on the MSCI and a B in the CDP. Other aspects of the ESG Plan are:

- A Safety Culture at all levels of the organization.
- Internal employee engagement.
- Promotion of diversity and inclusion among its employees.
- Generation of shared value for the community and the company by means of the implantation of proprietary ICCR social projects, incentive-based projects and social responsibility strategies by business division.
- Generation of shared value for suppliers in the development of their sustainability strategies.
- Elaboration and constant enhancement of the CCR Compliance Program, promoting anti-corruption practices in all its businesses, in its relations with public authorities, with partners, suppliers and other stakeholders.

**FROM THE END OF 2021,  
THE ESG AREA WAS PLACED  
WITHIN THE GOVERNANCE,  
RISK, COMPLIANCE  
AND INTERNAL AUDIT  
STRUCTURE, WITH  
PERIODIC REPORTING TO  
THE BOARD OF DIRECTORS**

# \ STAKEHOLDER ENGAGEMENT

## GRI 102-40, 102-42, 102-43 and 102-44

In addition to the process of defining materiality and ESG strategy, stakeholder consultation is an ongoing process involving diverse company areas that routinely engage with and reinforce relations with different stakeholder groups.

For example, one major challenge in developing the businesses involves construction companies, key stakeholders for the company. CCR has a development model for smaller and local suppliers. Such partnerships are necessary for strengthening and expanding the market, which is growing and requires solid construction companies capable of delivering on the services to be contracted.

Regarding employees, there have been important changes. The integration of the engineering, technology, shared services and procurement areas of all the units in a single department, CCR GBS, required an intense effort to drive team training and integration. To fulfill this need, 16 events involving leaders and another five for all employees in the area were organized.

For the presentation of the company's new leadership development policy Jeito CCR de Liderar (The CCR Way of Leading), a leadership meeting was organized. Partly face to face, while respecting all sanitary protocols, and partly online, the event initiated the implementation of the program, mobilizing leaders around the project. Another highlight was the effort made to incorporate employees terminated by CCR RodoNorte, the concession demobilized in 2021. Some staff were maintained for strategic reasons, but many others were reallocated to the recently acquired airport businesses in the region, generating a significant percentage of reinsertion of professionals in the labor market.

There were many actions aimed at customer engagement, all of which had two points of convergence: improving service quality and protecting the health and well-being of CCR concession customers. Some examples of these actions are detailed in other parts of this report, but it is important to underscore how successful these have been: the NPS (Net Promoter Score), which measures the

degree of customer satisfaction and the chances that these customers will recommend company services to others, exceeded 90% in 2021.

The negotiations with regulatory bodies around divergences in contract clauses and interactions with public authorities during studies and analyses related to new concession bids are constant and inherent aspects of Legal and Institutional Relations area routines.

The Investor Relations area intensified the number of interactions with the market by means of releases and the publication of material facts that were disclosed during the year with a view to communicating and clarifying important accomplishments. One highlight was the 15<sup>th</sup> CCR Day, a public event that reinforced company strategy with significant participation from investors and financial market agents. There were also recurring interactions in the form of Conferences and Non Deal Roadshows.

# GOVERNANCE STRUCTURE

GRI 102-18

The CCR Group governance structure comprises a Board of Directors. Linked to it there is an executive board, presided by Marco Cauduro, with a Governance, Risk, Compliance, Internal Audit and ESG area led by Pedro Paulo Archer Sutter.

The executive board comprises six areas and four divisions. The areas are: Finance and IR, People and Management, Legal and Government Relations, New Businesses, Communication and GBS. The divisions are: CCR Infra São Paulo (which administers highway concessions in the state of São Paulo), CCR LamVias (which encompasses all the highway concessions outside the perimeter of the state of São Paulo), CCR Mobilidade (which concentrates the businesses related to metros, trains and ferry boats) and CCR Aeroportos (responsible for the 20 airports managed by the group).

To ensure the best performance in its functions, the Board of Directors has four advisory committees, comprising members of the board. These are: (i) People and ESG Committee; (ii) Audit, Compliance and Risk Committee; (iii) Results and Finance Committee; and (iv) New Business Committee.

The purpose of the committees is to add value to the Board of Directors by ensuring greater efficiency, agility and quality in the decision making process. The committees do not have executive functions neither do they take decisions. They provide opinions and make recommendations to support decisions by the Board of Directors.

The main subjects coming under the scope of the committees are:

## PEOPLE AND ESG COMMITTEE (4 MEMBERS)

- Governance Model (Company Bylaws, Internal Regulations of the Board of Directors and its Advisory Committees, Policies, Committees, structure and organization);
- Evaluation of the functioning of the CCR Board of Directors and adherence of members indicated to the Board to the Indication Policy;
- Remuneration Policy;
- Leadership Succession Plan;
- People Processes, alignment with the culture and management of organizational climate;
- ESG Steering Plan, covering actions oriented to Environmental, Social and Governance questions; and
- Global ESG-related trends in the short, medium and long-terms.

## NEW BUSINESS COMMITTEE (4 MEMBERS)

- Pipeline of new opportunities in the primary and secondary market;
- Current business opportunities, encompassing new investments, extensions of terms of concessions or divestments;
- Innovation strategy.

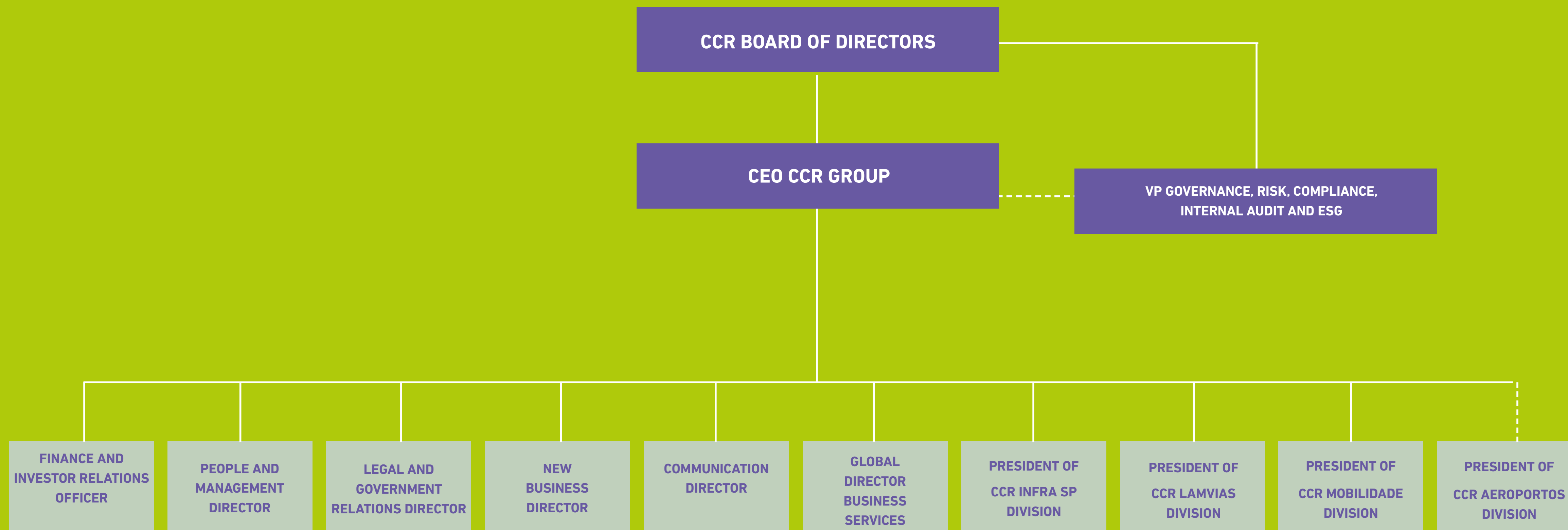
## AUDIT, COMPLIANCE AND RISK COMMITTEE (STATUTORY, 5 MEMBERS)

- Accounting and legal standards;
- External audit;
- Internal audit;
- Internal controls;
- Compliance program;
- Integrated Risk Map and Risk Management Process;
- Related parties (in compliance with the Transactions between Related Parties Policy, with the constitution of an ad hoc committee, if necessary).

## RESULTS AND FINANCE COMMITTEE (6 MEMBERS)

- Financial policies related to key questions, such as: liquidity, indebtedness and degree of leverage, exposure to market risks and dividends;
- Five-year budget and long-term trends;
- Monitoring of results and cash flow;
- Business management (regulatory, investment, corporate and legal);
- Capital structure and financing.

## CCR GROUP GOVERNANCE STRUCTURE



# \ CONTROLS AND RISK MANAGEMENT

---

The reorganization that CCR has been undergoing an adjustment in transactions between different parts of the company, implemented definitively in 2021. Now an apportionment of costs model is followed, which involves all the units and is concentrated in a portal. The institution of the GBS area unified all the common processes – engineering, technology, back office, human resources – driving maturity in control processes, which is beginning to produce results. Today 623 million invoices are centralized and controlled, as well as purchase orders of around R\$ 800 million. An additional benefit of the integration of procurement data is that all expenditures become transparent, minimizing risks, thanks to the Purchases Portal.

Also worthy of note in 2021 was the implementation of Enterprise Risk Management in the business units. The roll-out of the corporate risk management process was implemented by means of training and communication in focal points in each unit. These were defined in conjunction with each unit director, with a view to providing all the

infrastructure necessary to execute risk management activities throughout the management levels of the units. The managers (risk owners) received training in risk management to respond to demands referred by the focal points and the Corporate Risk team. This new process is aimed at all managers (risk owners) in each business unit.

From 2022, the routine of reporting risks, action plans implemented or planned and risk indicator levels periodically will become the responsibility of these executives, further improving control procedures within CCR. It should be noted that the implementation of the RSA GRC Archer system for integrated risk management also contributed to the generation of work plans related to risks and controls.

A key change in decision making processes improved governance quality at CCR. This is due to the implementation of the Compliance Meritum portal, in which all the forms and declarations produced by the company are entered. This integration boosts transparency and traceability, ensuring

greater responsibility in decision making. All these risk control efforts are driving CCR compliance with the Coso methodology, established by the American Committee of Sponsoring Organizations of the Treadway Commission. This is the major American and international benchmark for internal controls. Even though compliance with its requirements is not mandatory in Brazil, it is CCR's ambition to ensure full conformance with the methodology.

In addition to the obvious benefits related to compliance, CCR's use of the methodology and its adaptation to the Sarbanes-Oxley, or SOX Act (which governs Coso), will qualify the company to issue debt at a lower cost. Further information about risks and opportunities may be encountered in the Reference Form at <https://ri.ccr.com.br/divulgacao-e-resultados/relatorios-cvm/>

# INFORMATION SECURITY

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

The company has a corporate risk management area which manages all business-related strategic risks. The information security-related risks monitored in this context are:

- Cybernetic attacks on CCR Group and third-party systems (administrative and/or financial) and IOT (“internet of things”).
- Leakage of confidential information by non-authorized people (financial and non-financial).
- Non compliance with privacy laws inherent to the operation.

In order to mitigate the risks mentioned, the company adopts protection and control mechanisms involving: updates of security packages, anti virus, antispam, web content filters, network segmentation, cryptography, firewalls, IPS,

vulnerability scanners, hardening, event correlation (Siem), password safe, function segregation matrix, among others. Furthermore, CCR conducts continuous intrusion tests and employs threat intelligence services.

CCR also has standards and policies in this area, containing guidelines aimed at establishing the protection of personal data, reinforcing the importance of the adoption of best practices and defining the responsibilities and delimiting the activities of employees, service providers, partners and suppliers in the protection of personal data. Moreover, the company promotes awareness campaigns and training in the areas of information security and personal data protection.

This reinforces the internal culture, prioritizing the actions necessary for the business and formalizing the CCR Group’s commitment to complying with applicable laws, strengthening its businesses, partnerships and relations with the owners

of the personal data. The details may be found in the privacy policies published on our website, such as the web page <https://www.grupoccr.com.br/politica-de-privacidade>.

In 2021, there were no violations of data involving the confidential information of customers or personal identification information.



SCREEN  
CONTRAST



NARRATION



# PERFORMANCE

Credit: CCR Archive

# \ GOVERNANCE

**GRI 103-1, 103-2, 103-3**

The adoption of the best corporate governance practices and the highest compliance standards drives responsive, inclusive, participative and representative decision making, ensuring the promotion of human rights, anti-corruption measures and the reinforcement of an ethical business environment.

In 2021, the CCR Group promoted a reformulation to simplify and reduce the number of layers in its structure, optimizing operational and decision making processes aimed at driving long-term sustainable growth. The main results so far have been the de-bureaucratization of internal procedures, greater agility in contracting services, reduction in tax inefficiencies, reduction in intercompany corporate operations, improved allocation of labor and third-party costs and savings in operational expenditures.

Another key point was the introduction of compliance programs in assets in which CCR has partners, both in Brazil and abroad. The proposal is to extend the main compliance activities that are being consolidated in the company's businesses to them, including conducting risk assessments of third-parties, ensuring transparency in donations and sponsorships and publishing policies that establish expected behaviors in interactions between employees or third parties with public authorities, among others. In internal audit,

one evolution was the duplication of the number of hours dedicated to checks. 39 processes were audited and more than 600 action plans implemented.

The CCR Governance, Risk, Compliance and Internal Audit area, set up at the end of 2018, continued to implement changes and enhance processes in 2021. As highlighted in the chapter "Materiality", one important modification was the transfer of the ESG area, previously connected to the Communication structure, to the domain of Governance.

Additionally, a new ESG governance was established, strengthening our strategy across the company. The Board of Directors approved the ESG Steering Plan, which undertook the review of the Materiality Matrix, engaging company leaders in the construction and definition of strategic sustainability goals and the establishment of targets. Commitment to the agenda was reinforced with the definition of 11 ESG indicators which, in 2022, will be linked to the variable compensation of executives and which have been rolled out to the whole company.

**IN 2021, THE CCR GROUP  
ESTABLISHED NEW ESG  
GOVERNANCE WITH TARGETS  
FOR THE WHOLE ORGANIZATION  
AND REPORTS TO THE  
EXECUTIVE BOARD.**

## 2022 ESG TARGETS ( ✓ )

	CEO	GRC+A and ESG	GBS	FINANCE	COMMUNICATION and INSTITUTE	NEW BUSINESSES	PEOPLE AND MANAGEMENT	AIRPORTS	HIGHWAYS	MOBILITY
1. 25% reduction in GHG scope 2 emissions compared to 2019	✓	✓	✓	✓	✓	✓		✓		✓
2. 10% consumption of renewable fuels		✓	✓		✓	✓			✓	✓
3. Waste reuse rate of >22.14%	✓		✓	✓		✓		✓	✓	✓
4. Reclamation of 1.8 ha of forest	✓		✓	✓	✓					
5. 92% local employees in the operations							✓			
6. 1.2 million people benefiting from the projects					✓					
7. >50% of leadership positions occupied by women	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
8. Voluntary employee turnover rate of 6.13%	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
9. Rate of work-related accidents of 4.53	✓						✓	✓	✓	✓
10. 95% of employees trained in the new cycle of the Compliance Program		✓					✓			
11. Due diligence of 95% of high risk suppliers and partners		✓	✓							

## SENIOR MANAGEMENT BENEFITS AND COMPENSATION

### GRI 102-35

Under the terms of the Remuneration Policy, effective members of the company's Board of Directors are entitled to full fixed remuneration and a life insurance benefit. The board members do not receive variable remuneration or additional remuneration for participating in the Board of Directors advisory committees. Alternate members of the Board of Directors are not entitled to any remuneration.

The remuneration of members of the CCR Statutory Board consists of the following types of compensation: fixed and variable remuneration plus benefits, as described at the side.

The ratio of the total annual remuneration of the best paid individual in the organization and average total annual remuneration of all the employees has diminished over the last three years from 48 times in 2019 to in 2021, when the highest annual base salary was R\$ 1.5 million and the average of the other employees was R\$ 39,600. **GRI 102-38**



CLICK ON THE ICONS  
AT THE SIDE FOR  
FURTHER INFORMATION

## ETHICS IN BUSINESS

### GRI 103-1, 103-2 and 103-3 and SASB IF-EN-510a.3 and SV-PS-510a.1

CCR and its subsidiaries are signatories to the UN Global Compact, in particular to the initiatives proposed by the Anti-Corruption Thematic Group. They are committed to adopting Brazil's Construction Sector Integrity Guidelines (Cartilha Integridade no Setor da Construção). The success of the CCR Group is based on the principles of integrity and respect, values that are set forth in its Code of Ethical Conduct and its Clean Company and Anti-Corruption Policy, aligned with the guidelines defined by the Novo Mercado.

With full support from senior management, the CCR Group constantly reinforces the ongoing communication and updating of its Compliance Program, in place since 2015. The program provides guidance for all employees, shareholders, managers and third parties at all levels, emphasizing the need to develop sustainable businesses in compliance with internal standards and policies and with the legislation in the countries in which it operates. The CCR Group constantly pursues best market practices, combating corruption, bribery, kickbacks or facilitating payments.

In this regard, the Compliance Program contains diverse policies and standards that address the assessment of third-party risks, donations and sponsorship, the offer of gifts and presents, interactions with public authorities and conflicts of interest. Training sessions and communication campaigns are run constantly with a view to engaging everyone in the company's compliance culture. The commitment is to maintain a set of instruments, practices and initiatives aimed at promoting integrity in conducting all CCR Group businesses and upholding behavior aligned with compliance with laws and internal and external standards and regulations, applicable to all employees, administrators and third-parties acting on behalf of the company.

The compliance area continuously monitors activities to identify possible non-conformances in company activities that could generate risks in compliance. After any non-conformances or points for improvement have been mapped,

action plans are established with the areas responsible for the processes and monitored until they have been implemented. Moreover, the CCR Group compliance program is assessed periodically via external audit.

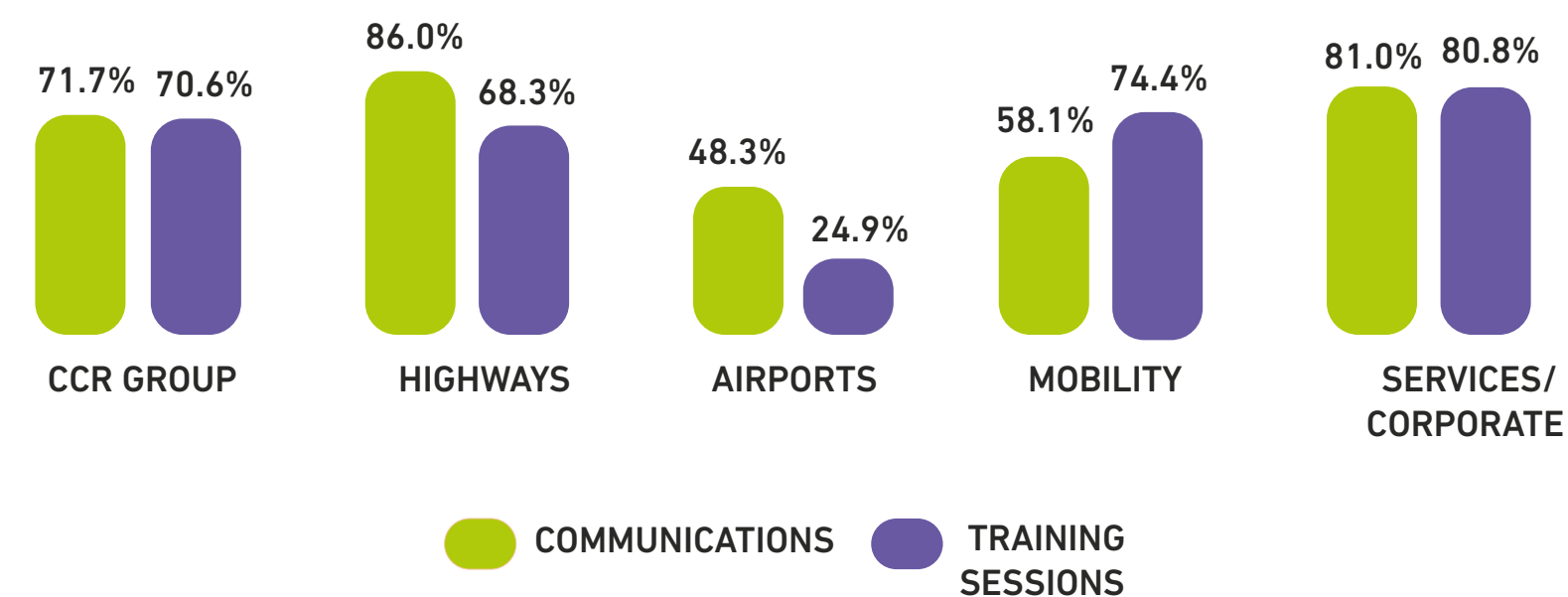
The area provides consulting and support for business decisions, with the objective of detecting, preventing and remedying any acts of corruption, fraud or breaches of CCR Group policies and the applicable legislation, preserving the group's image and reputation. It is also responsible for guaranteeing that employees have access to communications and training on compliance to drive the dissemination of an ethical culture in all our businesses. During the year, 81% of the company's employees and five executives (35.7%) indicated their acceptance of the Clean Company and Anti-Corruption Policy by means of the Meritum system.



Credit: CCR Archive

In accordance with the Material Fact dated March 6, 2019 (available on the CCR IR website), the subsidiary CCR RodoNorte - Concessionária de Rodovias Integradas S.A. signed a Leniency Agreement with the Federal Public Prosecution Office in Paraná. Duly approved, under the agreement the concessionaire committed to (a) paying a fine of R\$ 35 million under the Brazil's Impropriety Law, as well as (i) incurring costs of R\$ 350,000,000 through a 30% reduction in toll fees for users of all the toll plazas for the time necessary to liquidate the amount concerned (ii) executing works on the highways operated by the company amounting to a total of R\$ 365,000,000 million; and (b) submitting to an external compliance monitoring process under the terms contracted. The Leniency Agreement was signed within the scope of the PA nº 1.25.000.004899/2018-42, conducted by the Federal Public Prosecution Department, the purpose of which was to investigate certain facts involving the company and some of its subsidiaries. All the pecuniary obligations were duly fulfilled by the concessionaire. The external compliance monitoring was conducted by an independent professional who made diverse recommendations to enhance the CCR Compliance Program. Almost all of these recommendations were implemented, and the external monitoring will be terminated.

## COMMUNICATION AND TRAINING ABOUT ANTI-CORRUPTION POLICIES AND PROCEDURES GRI 205-2



**Notes:** The BH Airport was not included because it does not follow the CCR Group Compliance Program. VLT Carioca, CCR ViaRio, ViaQuatro and ViaMobilidade L 5 and 17 and L 8 and 9 joined the program in November 2021. Details on energy consumption in the GRI and SASB Indicators Attachment on page 96.

There was a significant increase in the total number of CCR Group employees in 2021 due to the acquisition of the new units. However, new online compliance training was not implemented and the question was not linked with targets, which reduced employee engagement.

Furthermore, the Compliance area released more than 80 communications via corporate email and Yammer (corporate social network) related to processes, news, updates and notices in the area, in addition to having conducted a wide-ranging campaign against all forms of harassment in the group units. A contest called “2021 Compliance Highlights” was also organized to recognize employees with exceptional performance in ethical initiatives. The five winning employees were recognized in a live transmission involving the participation of the CEO, the VP of Compliance, the director of People Management and the coach Bernardinho (former coach of the Brazilian national volleyball team), made available to all employees.

In 2021, the corporate risk vision was applied in all the units in which the Compliance Program was implemented, totaling more than 90% of the units, with the exception of some international assets, in which the implementation of the Compliance and Governance Program is underway. The processes in the international assets will be finalized in 2022. The main corruption-related risks identified were: i. lack of integrity on the part of third-parties; ii. lack of integrity in relations with public authorities; iii. lack of integrity of employees and administrators. These come under the heading of Integrity and Compliance in the CCR Group Risk Dictionary.

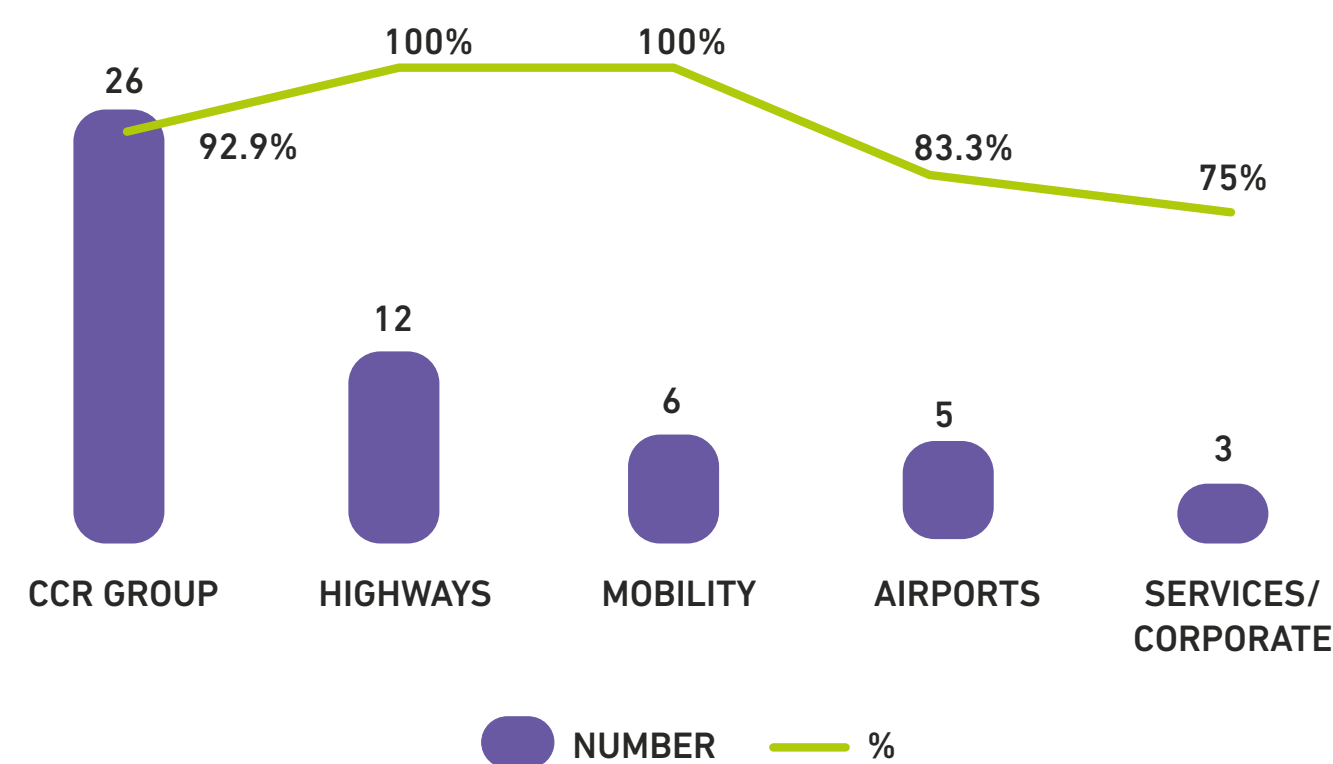
## COMMUNICATION AND TRAINING ABOUT ANTI-CORRUPTION POLICIES AND PROCEDURES FOR THIRD-PARTIES GRI 205-2

BUSINESS PARTNERS	STRATEGIC	NON STRATEGIC	TOTAL
Total acceptances of CCR code of ethical conduct	2,106	2,072	4,178
Total non-acceptances of CCR code of ethical conduct	31	41	72
<b>TOTAL</b>	<b>2,137</b>	<b>2,113</b>	<b>4,250</b>

**Notes:** Total requests in 2021, excluding pending and canceled processes: 9,267. Cases not requiring this input from third-parties: 5,017

In 2021, the company was in compliance with the rules set forth in law nº 12.846/13, with no record of confirmed cases of corruption. **GRI 205-1 and 205-3**

### OPERATIONS ASSESSED FOR RISKS RELATED TO CORRUPTION GRI 205-1

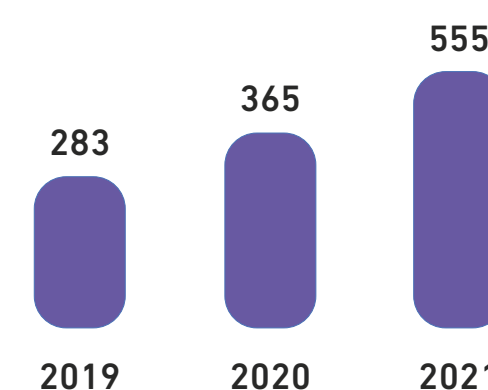


**Notes:** companies considered **Corporate Services 4** (Holding, GBS, Quicko and SAMM), **Highways 12** (CCR AutoBAn, CCR RodoAnel, CCR SPVias, CCR ViaOeste, CCR NovaDutra, CCR MSVia, CCR RodoNorte, CCR ViaRio, CCR ViaLagos, CCR ViaCosteira, CCR ViaSul and Renovias), **Mobility 6** (CCR MetrôBahia, ViaMobilidade Lines 5 and 17, ViaQuatro, ViaMobilidade Linhas 8 and 9, VLT Carioca and CCR Barcas) and **Airports 6** (CCR USA, TAS, Curaçao, Aeris, Quiport and BH Airport).

The CCR Group Confidential Channel, an anonymous and confidential toll-free 0800 number, permits employees to report in good faith any fact, act or omission that has breached or may be about to breach any standards and/or policies of the CCR Group, including questions involving discrimination and human rights, as well as any laws of the country. There was an increase of almost 96% of reports to the Confidential Channel compared with 2019, which indicates the high degree of confidence employees have in internal compliance measures. In 2021, there were eight reports that were classified as discrimination. Six were finalized, being deemed ungrounded, and two are still under investigation.

**GRI 102-17, 103-1, 103-2, 103-3 and 406-1**

### NUMBER OF REPORTS TO THE CONFIDENTIAL CHANNEL



Credit: CCR Archive

In 2021, CCR developed a project to implement the Compliance Program in national and international assets with partners that are not yet aligned with the program. By December 2021, 94% of the units involving partners were aligned with the main compliance activities, conducting risk assessments (due diligences) with third-parties, implementing donation and sponsorship processes, interactions with public authorities, conflicts of interest, a confidential channel, training, among others. As a result, the assets will be apt to follow the company's compliance guidelines, adapting them to the particularities of each region and fostering the CCR culture of integrity, ethics and governance.

The CCR Group is currently involved in five lawsuits for anti-competitive behavior, two of which in the CCR Highways Division, two in CCR Mobility and one in CCR Airports<sup>6</sup>.

**GRI 102-1, 102-2, 102-3 and 206-1**

During the year there were no monetary losses arising from lawsuits associated with incidents related to defects and safety in the infrastructure managed by the CCR Group, neither from lawsuits related to bribery or corruption, anti-competitive conduct or professional integrity. **SASB IF-EN-250a.2, IF-EN-510a.2 and SV-PS-510a.2**

Lastly, worthy of note is CCR's participation in the reformulation of the highway concessionaire sector association ABCR (Associação Brasileira de Concessionárias de Rodovias). This restructuring was fundamental in increasing the sector's focus on contractual compliance and the quality of the services rendered. Another point deserving attention is the start up of the operations of the 16 new airports acquired by CCR in 2021. These are already subject to a robust compliance process, with training and workshops administered to all the newly hired managers.

<sup>6</sup>. Note that all the relevant processes of the companies in the CCR Group are included in the explanatory notes of its Standardized Financial Statements.



## MANAGING THE LEGAL AND REGULATORY ENVIRONMENT

### GRI 103-1 103-2 and 103-3

The main assets of the CCR Group are concession contracts. Accordingly, the activities of the Legal area are central to the company. The area underwent an internal reorganization, resulting in a more efficient structure and improved controls thanks to measures such as the implantation of the Netlex system, which supports management of contracts, brands and patents, advisory and corporate legal documentation, well as powers of attorney, among other legal documents.

As a result of the enhancement of the process of formalizing corporate legal documents and given the increase in the annual volume of acts arising from the growth of the Group and the acquisition of new businesses, the complexity and the slowness in obtaining signatures and the time spent by those involved, the Legal area implemented the electronic signature of corporate legal acts and the adoption of the corporate legal management systemic tool Netlex, as well as reviewing the internal standard for corporate legal acts. This work competed in and was a finalist in the Kaizen™ Award Brazil 2020 - 2021 Edition, in the category Excellence in Productivity.

In addition to managing these transformations, the Legal area provided support for Government Relations, one of whose

functions is monitoring relations between CCR professionals and different executive sphere actors. The area's main attributions are to intermediate contacts and post them on the compliance platform, as well as monitoring regulatory alterations that could generate negative interference. As a result of this organizational change, the procedures related to these areas are more transparent and efficient.

In 2021, the Legal area was directly involved in the important financial renegotiations achieved by various concessionaires, an example being the signature of the contract modification (Termo Aditivo e Modificativo Preliminar Coletivo nº 01/2021) between the government of the state of São Paulo and CCR AutoBAN, CCR ViaOeste and CCR SPVias. It also provided support for important bids won by CCR.

During the year, the highway concessionaires CCR AutoBAN, CCR ViaOeste, CCR RodoAnel, CCR SPVias and CCR ViaSul received a number of penalties, including 31 fines and 7 warnings issued by the authorities responsible for granting the concessions. Additionally, CCR Barcas and MSVia also made payments. These, however, were installments related to fines levied previously and thus were not included<sup>7</sup>. **GRI 416-2**

Furthermore, according to the Legal area controls, no fines were paid by any companies of the CCR Group as a result of penalties imposed by environmental authorities in the reporting year. **GRI 307-1 and SASB IF-EN-160a.1**

The Governance decision making process (RAPID system), the Donations and Sponsorship Policy, the Ethics Channel and the mandatory compliance training programs shape company representatives' relations with public authorities. The standard for interaction with public authorities provides guidance for employees in participating in bidding processes, contract management and the provision of public services as a concessionaire. In compliance with Brazil's law nº 13.165/2015, the CCR Group companies do not make political donations. **GRI 415-1**

<sup>7</sup>. Caveats (a) in 2021 we did not manage VLT Carioca, (b) CCR, CPC, service companies, SAMM, QUICKO, international companies and divisions are not regulated directly and accordingly do not suffer penalties; The South and Central block have not yet initiated operations and so were not charged.

# SOCIETY

## COMMUNITY RELATIONS

GRI 103-1, 103-2, 103-3

**THE COMMUNITY COMMUNICATION PROMOTED BY THE ENVIRONMENT TEAMS ENSURES OPEN DIALOGUE WITH THE POPULATIONS IMPACTED BY THE WORKS NECESSARY FOR THE EXPANSION AND ENHANCEMENT OF THE ASSETS IN THE CCR GROUP CONCESSIONS. MEANWHILE THE ACTIVITIES OF THE INSTITUTO CCR DRIVE PUBLIC ACCESS TO EDUCATION, INCOME GENERATION, HEALTHCARE, CULTURE AND SPORT, PROMOTING SUSTAINABLE DEVELOPMENT BY MEANS OF SOCIAL INCLUSION.**

## SOCIAL PILLAR

The social pillar of CCR's activities has been expanding progressively and involves both specific social projects and initiatives that impact various fronts. One example is the measures promoted in Quito, Ecuador, to vaccinate not only Quiport airport employees, but also all the residents in the surrounding area. Ahead, we present more information about the company's relations with communities.

The Instituto CCR, a non-profit public interest organization (Oscip in the Portuguese acronym), was established in 2014 with the proposal of centralizing social responsibility actions, donations and sponsorship initiatives. The purpose of the institute is to generate shared value and contribute towards social inclusion and sustainable development, primarily in the communities located in the regions in which the CCR Group operates.

The governance of the institute comprises a Board of Directors, a Fiscal Council and an Executive Board. Actions are discussed in forums, helping to ensure that decisions are more targeted and that the board of the institute is more active. The board consists of a representative of the CCR Board of Directors and CCR corporate and divisional executives, ensuring a more strategic vision for the actions.

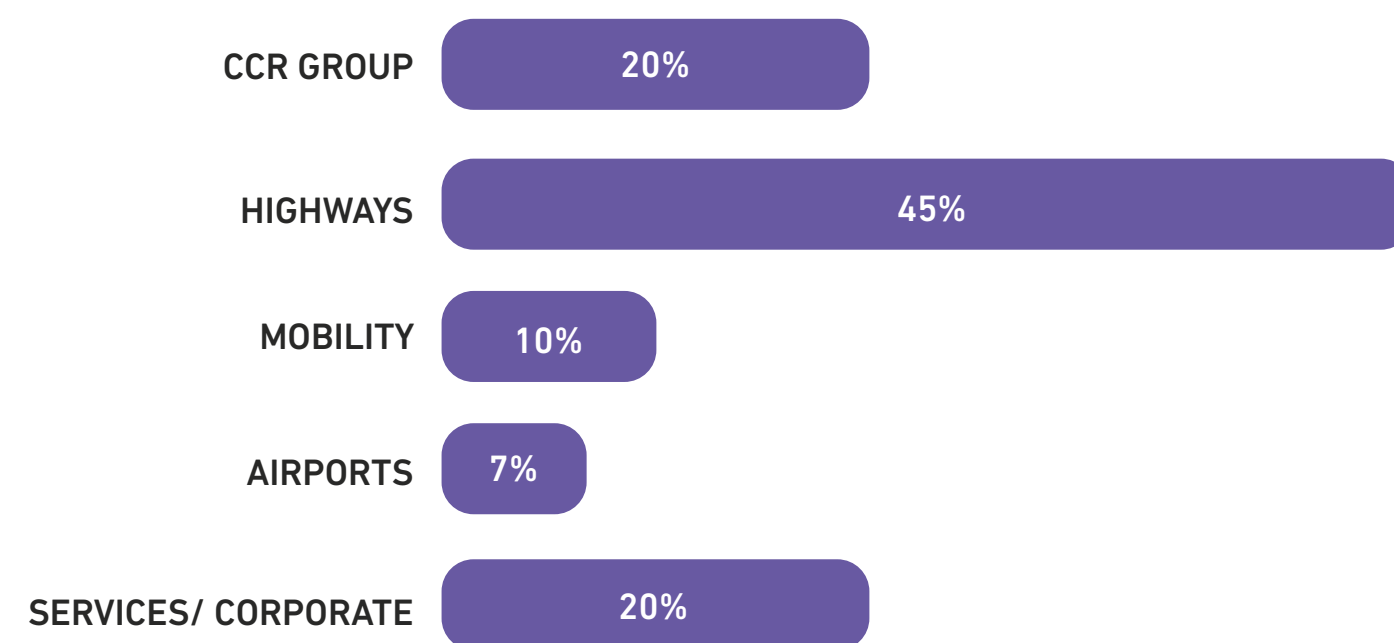
CCR Group management of social investment is monitored by the institute, by means of the Donations and Sponsorship Portal. An internal platform hosts all the requests for sponsorship received by the group, enabling assessment of alignment with private social investment guidelines and establishing a systemic flow of approvals, which ensures transparency in the selection of projects. The portal also enables the measurement of the main indicators of proprietary projects and sponsorship activities executed during the course of the year. The indicators related to the proprietary projects, Caminhos para a Cidadania (Paths to Citizenship), Caminhos para a Saúde (Paths to Health) and income generation projects are reported to the board on a monthly basis. In 2021, we initiated the theory of change for the projects Estrada para a Saúde and Caminhos para a Cidadania in order to be able to obtain social impact indicators<sup>8</sup> at a later date.

Counting proprietary social projects and ones sponsored via tax incentives, the Instituto CCR managed 26 projects in 2021. The total investment was R\$44.6 million; more than 678,000 people were directly impacted by projects focused on social inclusion in the areas of healthcare, culture, sports, education and income generation in 304 Brazilian municipalities<sup>8</sup>.

<sup>8</sup>. For more detailed information about the social projects access the Instituto CCR website at <https://institutoccr.com.br>

### PERCENTAGE OF OPERATIONS WITH IMPLEMENTED LOCAL COMMUNITY ENGAGEMENT, IMPACT ASSESSMENTS AND/OR DEVELOPMENT PROGRAMS

#### GRI 413-1



**Notes:** In 2021, 90% of the units had development programs aimed at the local community.

**Note:** Since 2021, the Instituto CCR has worked with two indicators for the audience impacted: direct and indirect.

CCR SOCIAL INVESTMENT	2020	2021
Instituto CCR direct investment	R\$ 2,932,825	R\$ 14,888,555
CCR Group direct investment	R\$ 16,462,323	R\$ 2,420,000
Direct Covid-19 investment (external audience)	-	R\$ 8,059,662
Diversity (internal audience)	-	R\$ 501,792
<b>TOTAL CCR GROUP + ICCR INVESTMENT</b>	<b>R\$ 19,395,148</b>	<b>R\$ 27,603,458</b>
Investments via incentives - controlled units	R\$ 8,667,759	R\$ 15,939,192
Investments via incentives - non-controlled units	R\$ 1,654,042	R\$ 2,843,681
<b>TOTAL INVESTMENT VIA INCENTIVES</b>	<b>R\$ 10,321,801</b>	<b>R\$ 18,782,873</b>
<b>CCR GROUP TOTAL (DIRECT AND VIA INCENTIVES)</b>	<b>R\$ 29,716,949</b>	<b>R\$ 44,652,882</b>
People impacted indirectly*	2,566,976	2,204,647
People impacted directly*	-	678,509
Number of projects supported – controlled units*	33	26
Number of projects supported – non controlled units*	17	25
Number of municipalities benefited	115	304
Units	-	19

The institute defined five key areas of activity for societal development, especially the communities located in the regions in which the company operates, with a view to promoting social inclusion: Healthcare, Education, Income Generation, Culture and Sport. These pillars concentrate all the institute's actions, such as proprietary programs, support via tax incentives, institutional campaigns, among others, as presented ahead:

## MAIN PROJECTS EXECUTED IN 2021 BY PILLAR OF ACTIVITY OF THE INSTITUTO CCR



CLICK ON THE  
PILLARS ABOVE FOR  
MORE INFORMATION

Caminhos para Saúde (Paths to Health) is a proprietary Instituto CCR program that promotes quality of life and well-being for customers. Currently it has fixed and/or mobile stations serving truck drivers on the following highways: CCR NovaDutra, CCR RodoNorte, CCR AutoBAn, CCR ViaOeste, CCR SPVias and CCR ViaSul. From 2021, more free services were offered to this audience, extending the concept to one of integral health. The Parada do Desabafo (Vent your Feelings), a space dedicated to mental health, was inaugurated. It provided care, helping more than 1,800 professionals to deal with anxiety, depression, stress and other ailments. The persons who provide assistance and a friendly ear are volunteers from the Help Project. The physical health checks conducted by teams of nurses and dentists were run on a continuous basis, benefiting 11,505 truck drivers. The action also involved monthly checks on trucks and trailers, to raise awareness of the need for preventive maintenance. The perspective is that from 2022, Paths to Health will be made available in more CCR Group concessions, such as airports and metros, extending the assistance offered to other groups, such as drivers, motorcyclists and cyclists, among others.

In alignment with the company's ESG pillar and the focus on social inclusion adopted by the Instituto CCR, the 2<sup>nd</sup> edition of the CCR Hackathon stimulated the creation of innovative solutions and ideas that used technology to promote greater inclusion for young people in at least one of the following areas: Income Generation, Education, Employability and Culture. Five thousand people and 299 teams from 27 states enrolled in the event. The 10 best initiatives received a total of

326 hours of mentoring for the participants. There were four live transmissions of the event which were viewed 6 thousand times. It was also publicized widely via social networks, websites, sponsored advertisements, the press, among others.

## SOCIOECONOMIC IMPACTS

### GRI 103-1, 103-2, 103-3 and 203-1

The CCR businesses drive significant investments and support for services in the locations in which they operate, generating employment, boosting the local economy and improvements in means of transportation for users.

However, there are also impacts that could cause involuntary dislocations for individuals due to expropriations, for example. Furthermore, irregular settlements need to be managed in accordance with the terms of concession contracts, with particular care for vulnerable families who receive social support.

In view of this, the Friendly Expropriation Agreement Standard - NOR 026 - was elaborated, approved and published.

This ensures the process is more streamlined than legal procedures, costing less and speeding up the process while maximizing social support due to the proximity to the people impacted by the works.

In the case of the works on the duplication of the BR-386 highway, CCR ViaSul created a specific ombudsman channel which was broadly publicized in the municipalities involved, particularly in the locations affected by this part of the venture. The Cali - 4-Wheel Roadside Community Service Center project employed a vehicle equipped with physical and audiovisual resources (electronic model, plans and works schedule) and an engineer to provide information on the works involved in duplicating the highway.

An agreement was reached with the Public Defense Dept for the removal of families during the works on the Marginais Padroeira on CCR RodoAnel, resulting in the removal of residents from the right of way. After 3 years of unsuccessful attempts to remove the occupants, a collective agreement was reached with the 146 families. They received a rental allowance, food hampers and accompaniment for the period of six months to guarantee their relocation and food security. This helped to ameliorate their vulnerability, which had been exacerbated by the Covid-19 pandemic.

**93% of employees are hired  
in the municipalities in which  
the CCR Group operates.**



Partners in  
Education Project

## SUMMARY OF THE NEGOTIATIONS CONDUCTED BY THE HIGHWAY DIVISIONS IN 2021

CONCESSIONAIRE	HIGHWAY	WORK	TOTAL AREAS REVIEWED	EXTRAJUDICIAL SETTLEMENT	ENTRY AUTHORIZATIONS
CCR ViaOeste	SP270	km 67+000 to km 86+900	2	14	-
	SP270	Works km 54+300	3	5	-
	SP270	km 53+000 to km 58+000	3	15	-
	SP270	km 46+700 to km 53+000	8	12	-
CCR ViaSul	BR-386	km 325+400 to km 345+800 - duplication	93	37	51
	BR-386	km 407+800 - Inspection station	3	3	3
	BR-290	km 41+150 - Inspection station	1	1	1
CCR ViaCosteira	BR-101	km 354+000 - Operational base	2	-	1
	BR-101	km 448+000 - Operational base	1	-	1
CCR MSVia	BR-163	km 258+200 - Return Link	2	-	2

The duplication works on the CCR ViaOeste's SP-270 highway are supported by a Social Communication program prior to and during the implantation of the works, executed by a specialized company. The program includes an information station installed close to the works for personal contacts. The purpose is to ensure closer relations with the population and leaders in the surrounding region, as well as local public authorities. Activities also encompass monitoring of the expropriation and resettlement phases, in which the social team communicates directly with the occupants of the properties affected with a view to minimizing the impacts of the process.

Additionally, in the monitoring campaign undertaken by the GBS team in 2021, 1,320 areas identified as being occupied in an irregular manner in the initial survey done by the CCR MSVia unit were reassessed. This led to the identification of inaccuracies in the right of way, A sampling of property registrations was used to demonstrate the regularity of the areas in the consolidated urban area to the ANTT.

In 2021, there was no resettlement of communities close to the BH Airport. In relation to the plans for a new runway and other auxiliary structures, the EIA-RIMA environmental impact study is still being analyzed by the environmental authorities. **GRI GA A08**

## GENERATING VALUE FOR SUPPLIERS

### 103-1, 103-2 and 103-3

The purchases from and contracts with the more than 35,000 CCR Group suppliers are managed by CCR GBS. All the contracts contain rescission clauses covering the use of forced or child labor, as well as health and safety aspects. The CCR Group Code of Ethical Conduct, the Supplier Code and the Positive Work Environment Standard establish references related to discrimination and human rights.

To ensure competitiveness in the acquisition process, the purchaser informs the invited suppliers of the reasons that they were included in the tender as a means of ensuring impartiality in the formation of the Vendor List. The criteria used in the selection and formation of the Vendor List include aspects such as the identification of new suppliers, economic-financial and technical factors, capability to fulfill requirements, geographical location – with preference given to local suppliers – and assessment via Ecovadis (sustainable procurement program). Suppliers are not selected exclusively based on socioenvironmental criteria. **GRI 308-1 and 414-1**

The main purpose of the CCR GBS supply chain is to supply the inputs and services necessary for the CCR Group to render its services with quality and in an agile and efficient manner for the end customer. The area is responsible for all activities related to the purchase and contracting of services for civil works, the maintenance and conservation of company

assets, inputs, products, storage, processing, internal stocks and management of third-parties with whom the company relates. **GRI 102-9**

### NUMBER OF SUPPLIERS PER REGION GRI 102-9

REGION	NUMBER
Midwest	1,074
Northeast	1,649
North	2
Southeast	28,185
South	3,847
Total Brazil	34,757
Abroad	309
<b>TOTAL</b>	<b>35,066</b>

### SIGNIFICANT INVESTMENT AGREEMENTS AND CONTRACTS THAT INCLUDE HUMAN RIGHTS CLAUSES OR WERE SUBJECT TO HUMAN RIGHTS SCREENING GRI 412-3

DIVISIONS	NO.	%
CCR GROUP	15	100.00%
HIGHWAYS	10	66.70%
MOBILITY	3	20.00%
AIRPORTS	2	13.30%
SERVICES/ CORPORATE	0	0.00%



Credit: Clóvis Ferreira

It is CCR practice to assess 100% of its suppliers in due diligence processes, in order to identify possible significant legal, reputational and socioenvironmental risks that could interfere in relations with the company. In 2021, no suppliers against whom there was proven evidence of use of forced or child labor were approved in the due diligence process. **GRI 408-1 and 409-1**

The Supplier Chain Sustainability Program is aimed at enhancing the assessment and monitoring of the supply chain, using a methodology comprising 21 sustainability criteria grouped in four areas: Environment, Work and Human Rights, Ethics and Sustainable Purchases. These criteria are based on international standards, such as the Ten Principles of the United Nations Global Compact, the International Labor Organization (ILO) conventions, and the Global Reporting Initiative (GRI) and ISO 26000 standards.

In connection with the company's strategic ambition, the program assesses each supplier's sustainability performance in the four areas and establishes improvement actions in order to ensure the development of long-term, ethical commercial relationships. More than 70 suppliers were assessed and benefited from the first cycle.

Another important initiative in the area was the formation of partnerships with construction companies for the auction of the Presidente Dutra and Rio-Santos highways. This was a pioneering process for CCR, which led to partnerships with leading construction companies in the market for the execution of works that were complex due to the deadlines or the construction methodologies involved.

The company's were selected on a qualitative basis, involving the analysis of technical, institutional and financial requirements, as well as alignment with CCR governance. Diverse company areas participated, ensuring transparency in the assessment and the selection of the most highly qualified partners for each type of work. The effectiveness in the selection of the main partners was fundamental in ensuring greater CCR competitiveness in the auction and provided a gateway for new partnerships in future projects.

## SERVICE QUALITY AND CUSTOMER SAFETY

GRI 103-1, 103-2, 103-3 and SASB TR-RO-540a.1

Excellence in the operations of the modalities (highways, mobility and airports) and innovation improve the technological capabilities in these sectors of activity and provide access to safe, accessible and sustainable transportation systems, supported by sustainable business management policies and practices.

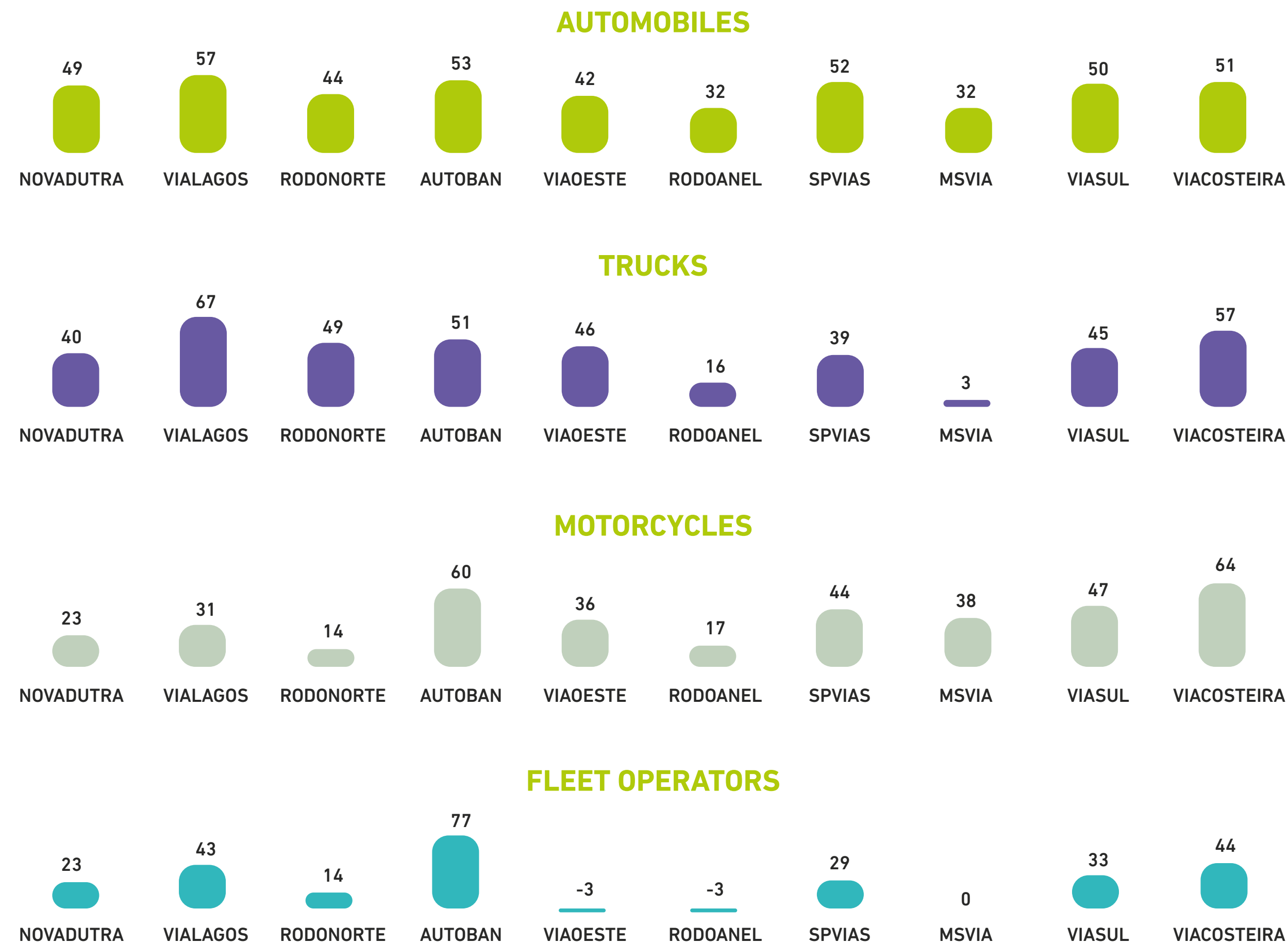
The awards and recognitions mentioned at the beginning of this report also demonstrate the positive assessment of CCR activities by the associations linked with its businesses and by its main stakeholders.

Regarding **service quality**, the business units have integrated quality management systems that promote the ongoing review and enhancement of work processes and the frequent updating of the materials and equipment provided to employees to ensure the best service provision for customers.

To monitor service quality, the company conducts satisfaction surveys as presented in the chart on page 54. In the CCR Highways Divisions in 2021, the survey was conducted by the Ipsos Institute. This involved interviewing 2,561 people, including car drivers, truckers and motorcyclists at stopping points, as well as telephone interviews with fleet operators.

The NPS – Net Promoter Score measured in the survey involves counting the promoters (those giving scores of 9 to

## RESULT OF THE IPSOS SURVEY - CALCULATION OF NPS BY ROADS IN 2021



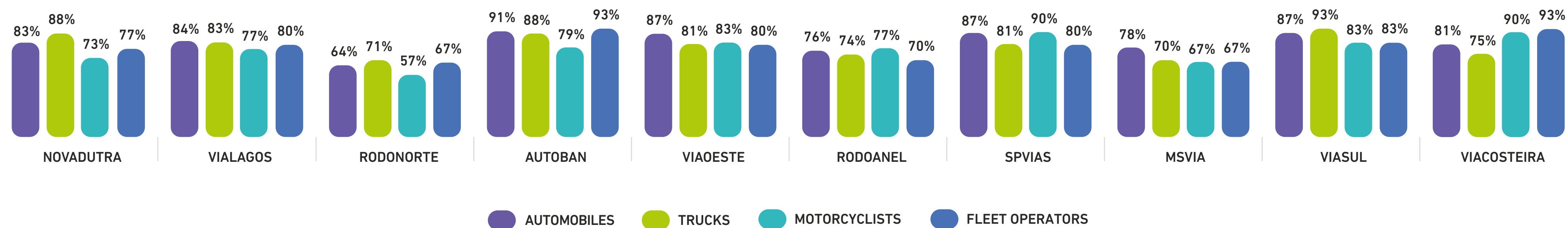
10) and subtracting the percentage of detractors (those giving scores from 0 to 6). The performance results are presented by audience and by highway in the charts on page 53.

In the CCR Airports division, the assessment is undertaken using the National Passenger and Airport Performance Survey, a federal government initiative whose results are disclosed quarterly. BH Airport achieved an overall

rating of 4.42 points on a scale from 1 to 5 for the fourth quarter of 2021. The reports may be encountered on the website of Brazil's Ministry of Infrastructure. The CCR Mobility division assesses customer satisfaction by means of internal indicators that monitor waiting times, cleanliness of equipment and service punctuality. These indicators are disclosed in accordance with regulatory

requirements. Customer contacts through channels such as the Ombudsman, email, telephone and SMS are also a reference for assessing service quality and establishing improvement plans.

## OVERALL ASSESSMENT OF CONCESSIONAIRES' WORK



**Note:** The overall assessment presents performance with results in percentages, indicated as "excellent + good", as per the chart.

To ensure **safe and comfortable** travel for everyone using its modalities, the CCR Group undertakes ongoing investments in works that enhance the quality of its assets and reduce the risk of accidents. The units provide regular training sessions for their employees, as well as educational campaigns for drivers, pedestrians and other customers. The greater the safety awareness the company is able to promote, the higher the quality of travel is in its concessions.

Customer safety management is the responsibility of the Operation and Communication areas and the Instituto CCR and is an integral part of the work routines of all the units. Management of this fundamentally important aspect occurs on three main fronts:

- Emergency care for customers involved in accidents or who suffer clinical problems while using one of the modalities. The goal is to enable everyone to arrive at their destination in the most comfortable and safest way possible.

- Traffic safety program aimed at preventing accidents through educational and engineering measures and through joint legal efforts with the traffic authorities;
- In the specific case of the highways, preventive measures are offered both to professional drivers and to employees. The purpose is to offer health-related diagnoses and monitoring, providing new prospects of well-being both for users of the CCR concessions and the people working in them. These audiences also receive technical and behavioral guidance.

The business units in all the divisions have their own policies ensuring compliance with applicable legal requirements. A large part of the work force is focused on providing customer service, with areas dedicated to healthcare and safety. This is the case of Pre-Hospital Care (APH in the Portuguese acronym), which has teams trained to undertake interventions in the event of traumas and to provide clinical and emergency care in the highway, station, train, ferryboat, terminal and airport operations. Also worthy of note is the significant budget dedicated to contracting and training these structures, including ambulances, medical equipment and medication.

The Customer Safety Programs in each division are reviewed periodically and contain initiatives on the Educational, Engineering and Legal fronts (3 E's in Portuguese). The periodic certifications and maintenance are conducted via external audits by approved certifying bodies, as well as by the internal audit schedule. The regulatory authorities (Artesp, ANTT, etc.) require the approval of the Safety Programs, verifying results periodically.

Critical analyses of company processes are based on the results of internal and contractual indicators, as well as the internal and external audits. These are later presented to the senior management of the respective unit and division during periodic management meetings held in accordance with the CCR Group corporate governance model.

## HIGHWAYS

Three recent programs aimed at customer safety are worthy of note in the Highway division. The first is the interception and removal of pedestrians in the vicinity of the Anhanguera-Bandeirantes system (CCR AutoBAn). Conducted in partnership with the local government of some bordering municipalities,

this has been helping to save the lives of individuals of limited visibility but who are frequently run over on the highways. The interceptions occur in partnership with the Highway Police. The pedestrians who agree with the proposal of the program are sent to centers run by the municipal governments involved where they receive shelter, meals, baths and somewhere to sleep in safety for the night. Even those who refuse help benefit because the CCR team gives them advice on safety and provides them with high visibility vests.

The second program is a partnership with delivery platforms to disseminate safety measures for motorcyclists involved in deliveries. The focus is on getting them to ride more safely, reducing the number of accidents occurring with motorcycles.

The third is the creation of the CCR Cycle Route project, which drafted alternative routes for the cyclists who use the highways administered by the CCR Group in the state of São Paulo. The project was developed in partnership with cyclists and public authorities, initially establishing two bicycle routes using secondary roads in the region of Holambra (Flower Route), and between Jundiaí, Louveira, Itatiba and Vinhedo (Fruit Route). Traffic signs and other improvements were introduced to ensure cycle routes that are safer, more attractive and less busy, benefiting tourism in the municipalities involved. For further information, see the project website:

<https://www.ciclorotascrr.com.br/>

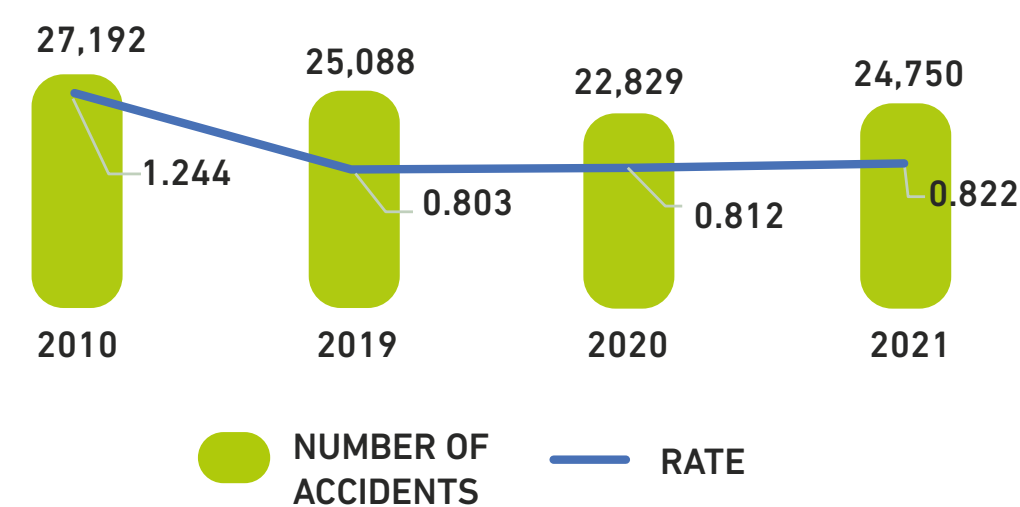


Credit: CCR Archive

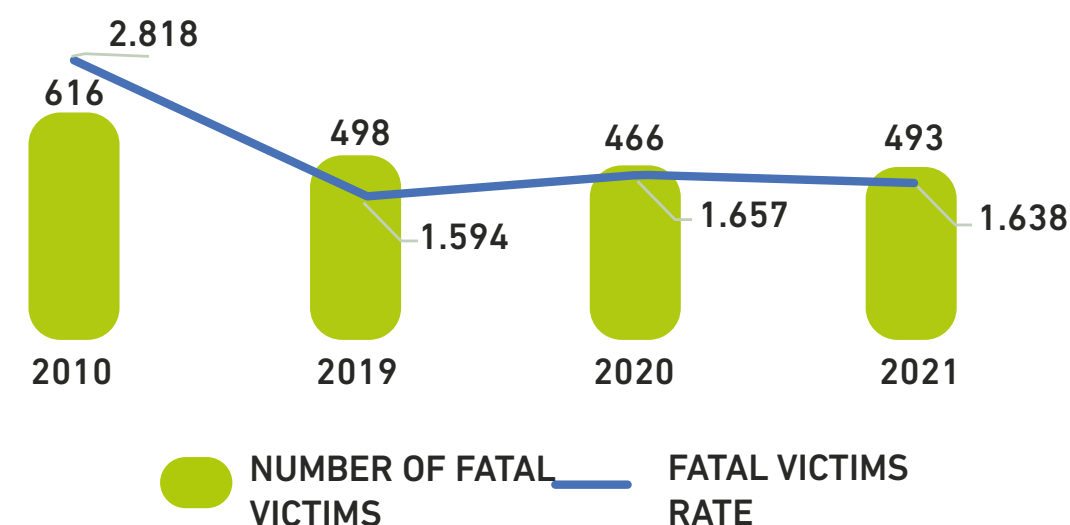
The following charts show that the main road safety indicators have oscillated marginally in the last two years; although there has been a significant reduction since 2010.

### ROAD SAFETY INDICATORS SASB TR-RO-540a.1

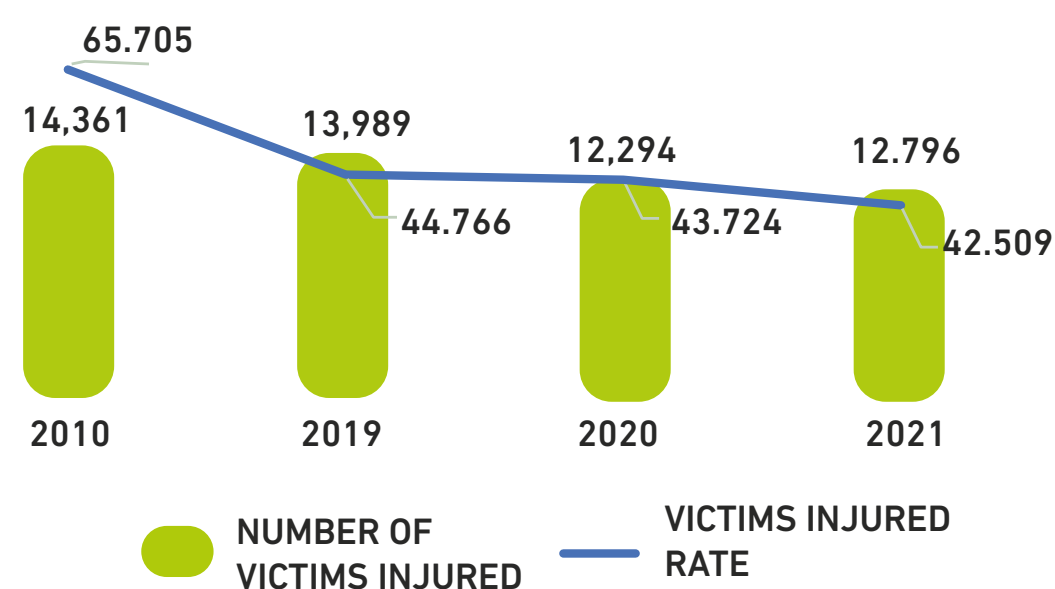
#### ROAD ACCIDENTS<sup>1</sup>



#### FATAL VICTIMS<sup>3</sup>



#### VICTIMS INJURED<sup>2</sup>



**Notes:** <sup>1</sup> Accident rate = (n° of accidents of any type \* 1,000,000) / (extension of stretch in kilometers \* average daily volume of vehicles in homogeneous segment \* number of days in period). <sup>2</sup> Injured victim rate = (n° of victims injured \* 100,000,000) / (extension of stretch in kilometers \* average daily volume of vehicles in homogeneous segment \* number of days in period). <sup>3</sup> Fatal victim rate = (n° of fatalities in location \* 100,000,000) / (extension of stretch in kilometers \* average daily volume of vehicles in homogeneous segment \* number of days in period). Scope: CCR ViaOeste, CCR RodoAnel, CCR AutoBA, CCR NovaDutra, CCR ViaLagos, CCR SPVias, CCR RodoNorte, CCR MSVia and CCR ViaSul.

## MOBILITY

To ensure greater safety for the people using the train lines, metros and ferries during the pandemic, the concessionaires adopted operational procedures and controls based on the best hygiene practices established by the CCR Health Committee and in accordance with the WHO - World Health Organization. Preventive measures involving monitoring and managing cleaning activities and the sanitary conditions in stations, trains, bus terminals and patios were introduced. The goal: to ensure greater care with health and the environment, contributing to quality of life for the public. The division's policies are aimed at:

- Continuous improvement in the performance of the Integrated Management System, focused on customer satisfaction;
- Training and developing employees committed to the services provided, promoting participation and consultation in health and safety questions;
- Fulfilling applicable legal and compliance requirements;
- Providing a safe and healthy environment to preserve life, eliminate dangers, manage and reduce risks, protect the environment, including preventing pollution and promoting the sustainable use of resources and social responsibility;
- Valuing ethical, integral and transparent behavior in relations with suppliers and other stakeholders.

In addition to the establishment of these general policies, a series of projects was developed by the division during the course of 2021. Educational campaigns were conducted on the proper and safe use of the system (boarding and disembarking, priority seating etc.), as well as health-related campaigns. Booklets and pamphlets with guidance on health were distributed and space was provided for Covid-19 vaccinations in the stations.

With support from NGOs, more vulnerable groups were identified and received basic food hampers. In June, the winter clothing campaign was intensified, with the collections of warm clothes and blankets. The Yellow Line 4 of the metro promoted tributes to health care professionals. For example, in the Higienópolis-Mackenzie station, there was an exhibition with portraits sent in by healthcare professionals.

There was an important activation of the Help Project, which intensified its campaigns in the stations and distributed messages of hope and warmth, a fundamental initiative when the emotional frailty generated by the pandemic became a question of public health.

Lastly, the project “Breakdancing in Capão” is worthy of note. This unprecedented initiative saw the installation of the first Brazilian Training and Meeting Center aimed at the formation of the Olympic breakdancing team, a sport that will have its debut at the Paris Olympic Games in 2024.

## AIRPORTS

To guarantee the safety of passengers, employees and all members of the airport communities in the pandemic, a number of new procedures and measures were adopted in all our airports, in compliance with local government and health department rulings, as well as WHO, World Health Organization, guidelines.

The company’s Integrated Management System, which integrates the quality, occupational health and safety, security, health and environment systems, was implanted, guaranteeing the levels of service and care in these areas. In addition to the constant training of all employees and service providers, an occupational safety project was undertaken in all the airports, with methodological support from the consultancy DSS - Dupont Sustainable Solutions.

To keep close track of the new businesses, a war room was set up in the division’s head office in the city of São Paulo. This provides all leaders with real time access to everything happening at each airport. Based on the continuous gathering of data, it will be possible to manage risks, establish the improvements necessary and to seamlessly monitor any type of threat to the efficient functioning of the spaces managed by the company.



Credit: Clóvis Ferreira

# PEOPLE

## EMPLOYEE PROFILE

In 2021, the CCR Group had a total of 14,843 employees in its operations in Brazil. The majority were on full-time work contracts, 35.9% were women and 64.1% were men. During the year, the work force increased by 1,639 people (+12.8%) over the previous year due to the acquisition of new concessions

The great majority of the work force is engaged in operational occupations directly related to the users of the CCR Group transportation concessions.

**THE NUMBER OF CCR EMPLOYEES INCREASED IN 2021 DUE TO THE ACQUISITION OF NEW CONCESSIONS.**

## WORK ENVIRONMENT

### GRI 103-1 , 103-2 and 103-3

People management is focused on integrating, retaining, training talents and promoting a positive work environment.

In 2021, a number of factors contributed to an environment of continuous improvement: the development of an action plan based on data obtained from the engagement survey held in 2020; the hiring and training of employees to fill vacancies in the new businesses acquired; and the creation of the new People and Management area.

Until this point, the company did not have an area that centralized all its people management guidelines and practices. The People and Management area was set up at the beginning of 2021. It reports directly to the CEO and consolidates the areas of attraction and selection, people development, corporate education, remuneration and benefits, business partners, union relations and occupational health and safety. In its first months of operation it has been reorganizing and valuing the relations between the company and its employees.



Credit: Clóvis Ferreira

EMPLOYEE PROFILE ON DECEMBER 31, 2021 GRI 102-8	CCR GROUP				HIGHWAYS		MOBILITY		AIRPORTS		SERVICES/ CORPORATE	
	2020		2021		2021		2021		2021		2021	
	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN
<b>Type of contract</b>												
Full-time	4,725	7,631	5,105	9,259	3,121	2,946	1,233	5,466	153	361	598	486
Part-time	219	244	224	255	63	85	134	127	5	7	22	36
<b>TOTAL</b>	<b>4,944</b>	<b>7,875</b>	<b>5,329</b>	<b>9,514</b>	<b>3,184</b>	<b>3,031</b>	<b>1,367</b>	<b>5,593</b>	<b>158</b>	<b>368</b>	<b>620</b>	<b>522</b>
<b>Functional category</b>												
Governance bodies	4	15	3	14	0	0	0	0	1	2	2	12
Director level	8	40	17	56	2	5	1	5	0	5	14	41
Managers	30	82	59	139	8	25	12	40	6	31	33	43
Coordinators	68	166	74	155	20	56	23	40	12	34	19	25
Supervisors	62	286	112	386	23	116	54	232	13	31	22	7
Administrative	334	438	323	368	36	50	77	127	68	74	142	117
Operational	4,170	6,671	4,491	8,221	2,987	2,715	1,091	5,069	54	186	359	251
Apprentices	244	156	212	137	107	63	96	64	4	5	5	5
Interns	24	21	38	38	1	1	13	16	0	0	24	21
<b>Permanent</b>												
Midwest	N/A	N/A	326	418	326	418	0	0	0	0	0	0
Northeast	N/A	N/A	303	996	0	0	303	996	0	0	0	0
Southeast	N/A	N/A	3,446	6,880	1,739	1,500	965	4,520	154	363	588	497
South	N/A	N/A	552	467	552	467	0	0	0	0	0	0
<b>Temporary</b>												
Midwest	N/A	N/A	9	6	9	6	0	0	0	0	0	0
Northeast	N/A	N/A	31	31	0	0	31	31	0	0	0	0
Southeast	N/A	N/A	628	709	524	633	68	46	4	5	32	25
South	N/A	N/A	34	7	34	7	0	0	0	0	0	0

**Note:** Does not include employees in the international operations. N/A: 2021 was the first year the information was reported.

## ENGAGEMENT

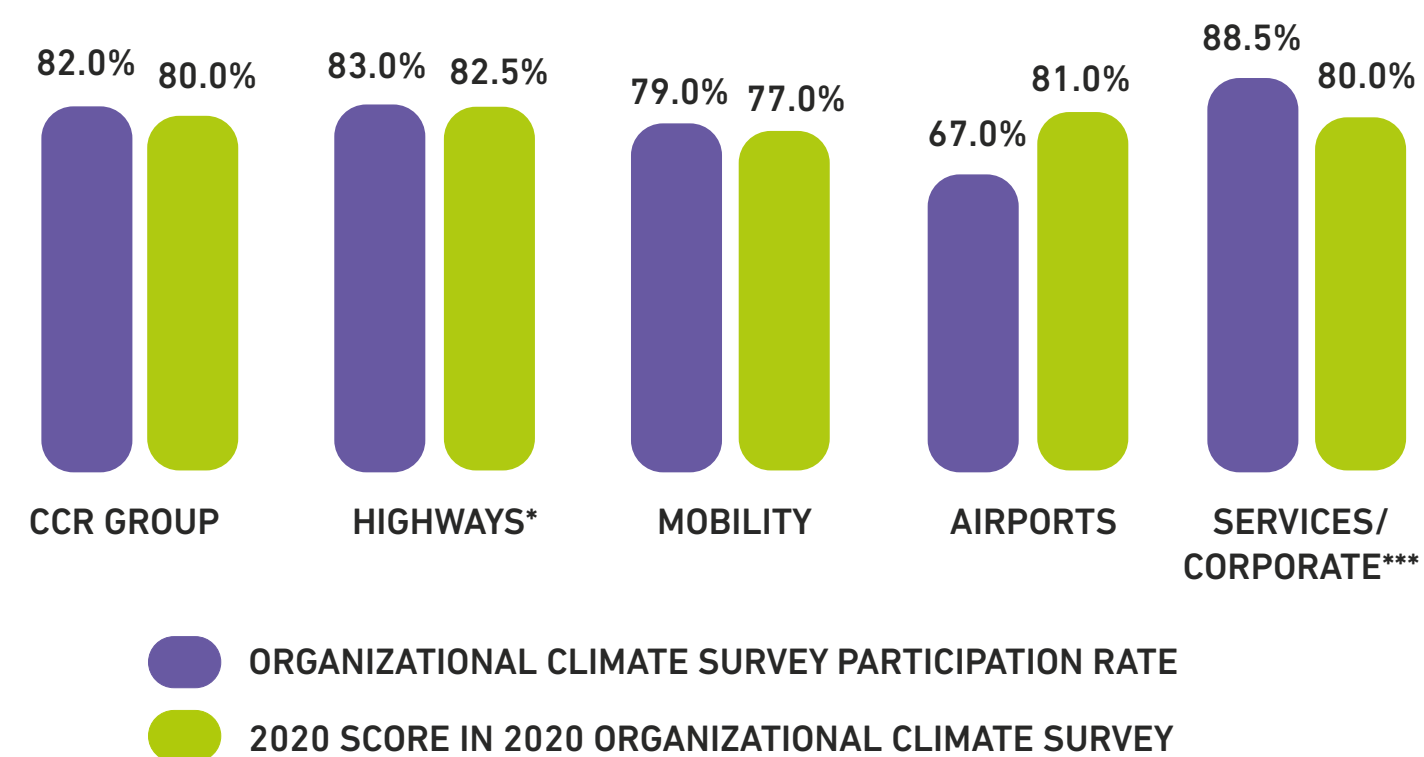
### SASB SV-PS-330a.3

The first CCR climate and engagement survey, held in 2020 and involving around 14,000 employees, indicated 80% favorability, a significant approval rate. The consolidated results were disclosed in February 2021, and the data obtained indicated strengths and points for improvement. On the one hand, the company's positioning in relation to diversity, clarity, direction and external reputation were highlights. On the other, opportunities for growth, cooperation between areas, performance management and remuneration and benefits were considered to be points to be improved.

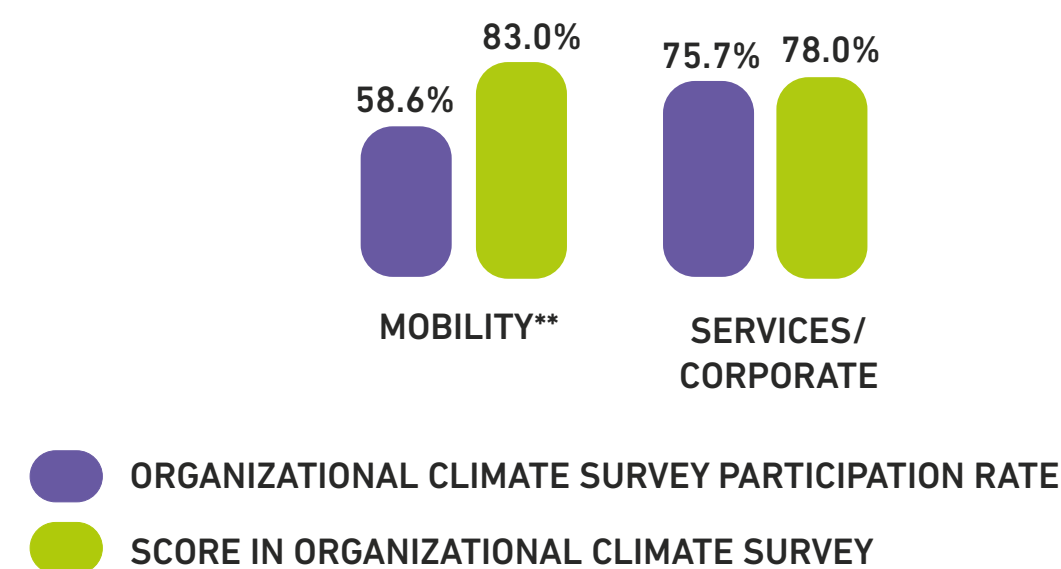
Based on these findings, a work group with 33 CCR leaders and supervisors was set up to create an institutional action plan. This plan covers various initiatives aimed at addressing the points indicated for improvement efficiently and objectively.

In questions such as improvements in active listening to employees, a pilot project was initiated in three units in 2021 to carry out pulse surveys. The goal is to continuously monitor employee engagement through quick, easy to navigate surveys in a digital environment, enabling leaders to track and develop more effective action plans by area.

### 2020 ORGANIZATIONAL CLIMATE SURVEY



### 2021 ORGANIZATIONAL CLIMATE SURVEY



Lastly, visits by employees and managers to units other than their own were selected as a desirable dynamic to boost synergies between the areas and increase knowledge about the overall business.

**Notes:** 2020 - Engagement Survey conducted by KornFerry for the whole of CCR. 2021 - Pulse Survey conducted with Pulses, pilot for the CCR, CCR GBS and CCR MetroBahia units (data status December 06, 2021). \*mean CCR InfraSP and CCR LamVias. \*\* CCR MetrôBahia. \*\*\* mean CCR and CCR GBS. The KornFerry survey uses a metric of 0 to 100% and the Pulses from 0 to 10. In the chart, the score for the second was transformed into a percentage to facilitate visualization of the information.

## ATTRACTING AND RETAINING TALENT

### GRI 103-1 , 103-2 and 103-3

Changes related to this area were undertaken in the CCR Group in 2021.

The first was succession planning for director level positions, in which 34 executives, of which 26% women and 74% men, were evaluated. This enabled the identification of short, medium and long-term successors in order to shape development measures.

There were some key moments in talent attraction at all levels, from junior to senior management. From 2021, the company's trainee program was transformed. In its tenth edition, the program became an open process, no longer just focusing on students from high tier universities or requiring proficiency in foreign languages. The alteration is focused on boosting social inclusion and incorporating diversity into the work force for the future. The program was so successful that the 19 participating trainees ended up hired by the company. Moreover, the 1<sup>st</sup> CCR 2022 Intern Program was launched, with 80 vacancies all over Brazil.

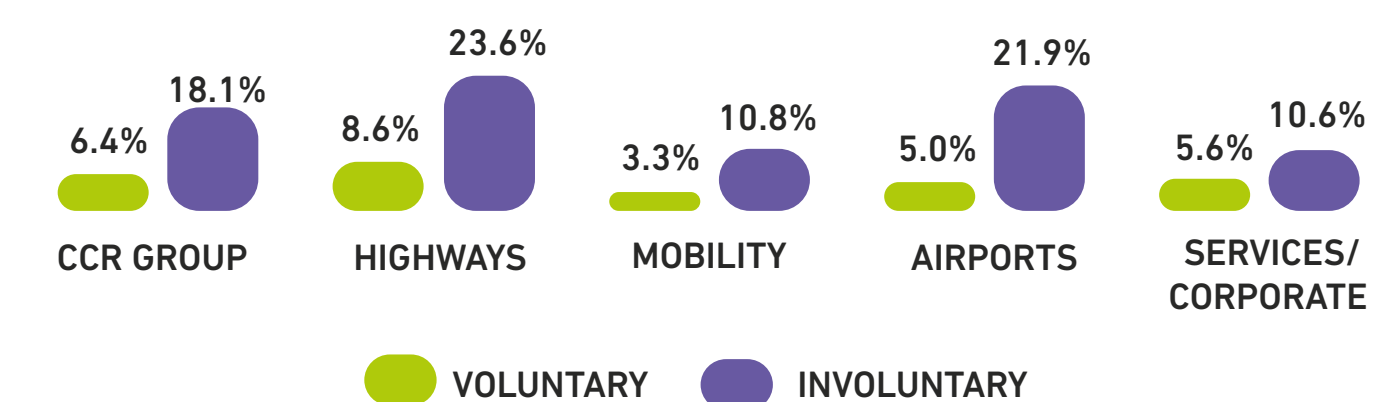
In internal talent management, the competencies evaluation process was applied to 944 employees, the aim being to measure behavioral skills and shape individual and collective

development measures. In 2021, the 2020 People Cycle had 29 calibration forums, 12 committees and 9 boxes, in which 165 executives were evaluated. This resulted in the mapping of talents and the identification of potential successors, aimed at ensuring the sustainability of the company's growth agenda. **GRI 404-3**

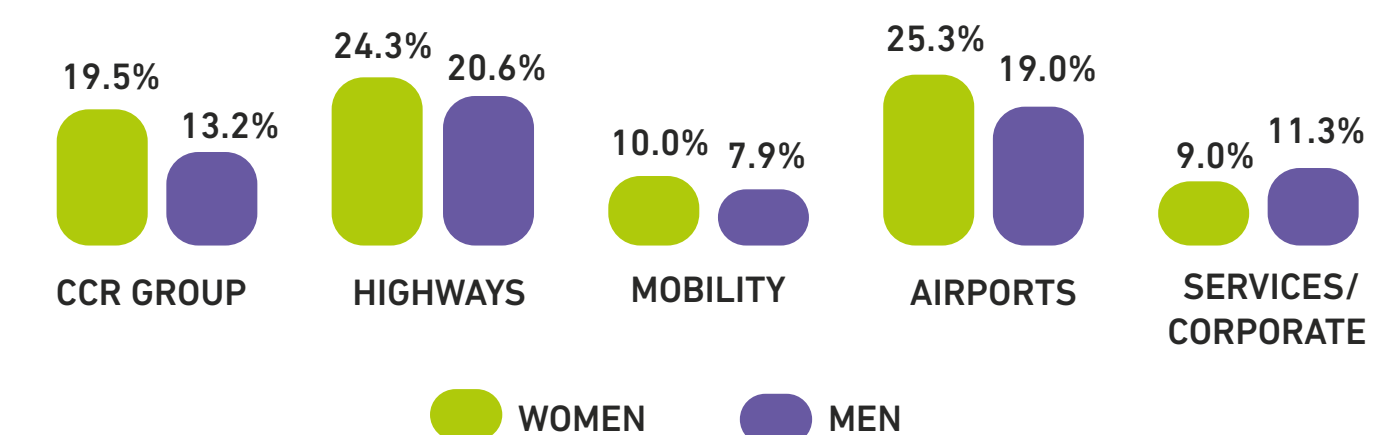
With the important concessions acquired by the CCR Group during the course of 2021 record numbers of employees were hired in the CCR Mobility and CCR Airport divisions. More than 3,000 new vacancies were opened, and more than 2,000 of them had been filled by the end of 2021. CCR was concerned about filling these vacancies with highly qualified individuals. In the specific case of the airports, the company made use of a large number of the talents dismissed by Infraero during the management handover.

Another benefit worth reporting is the implementation of a day off on employees' birthday. From July 2021, employees became entitled to take the day off on their birthday.

### VOLUNTARY AND INVOLUNTARY TURNOVER RATE FOR EMPLOYEES SASB SV-PS-330a.2



### EMPLOYEE TURNOVER RATE BY GENDER GRI 401-1





Credit: Clóvis Ferreira

## TRAINING AND DEVELOPMENT

### GRI 103-1, 103-2 and 103-3

Approved by the corporate governance forums, the purpose of the CCR Academy is to guarantee the governance of learning processes and best practices. It will perform as the corporate educational nucleus of the CCR Group, unifying learning practices in all areas. Initially, for example, a common onboarding learning trail is being implanted, with standardized content to receive and prepare new CCR employees. The Corporate Education directive, approved in December 2021, establishes the criteria, guidelines and responsibilities to guide CCR's strategic activities in this area.

Corporate education contributes towards adapting the company's differential in management and competitiveness and is aligned with business strategy, aimed at driving continuity in the CCR Group growth process through the evolution of its employees. The Learning module of the Oracle HCM system enables the company to manage and assess the training conducted.

The main programs to enhance employee competencies conducted in 2021 were: **GRI 404-2**

- The CCR Way of Leading for all leaders (Pipes 1, 2 and 3: senior management, managers, coordinators, leaders and supervisors). In 2021, around 1,400 leaders studied two themes: The Role of the Leader in the CCR Context and Polaris and People Management:
  - 3-hour workshops in each theme for the exchange of experiences among participating leaders, as well as the provision of complementary materials on the platform: self-reflection and preparatory actions, learning pods with themes such as feedback and emotional intelligence, lasting one hour, and 30-minute individual leadership support meetings;
  - Compliance Training: 11 topics in online format, according to the employee's area/function;

- Training courses related to different area norms and procedures;
- Systemic and safety training courses - Regulatory Standards;
- Training in optional subjects for all employees available in the catalog on the learning platform.

### AVERAGE HOURS TRAINING PER YEAR GRI 404-1

CATEGORIES	CCR GROUP			HIGHWAYS	MOBILITY	AIRPORTS	SERVICES/ CORPORATE
	2020	2021	VAR%				
<b>Gender</b>							
Men	13.0	20.07	54.4%	23.1	19.29	2.06	23.66
Women	10.5	16.52	57.4%	18.59	14.12	3.81	14.42
<b>Functional category</b>							
Director level	9.18	15.16	65.2%	23.45	18.66	3.28	14.81
Managers	15.2	27.89	83.5%	19.51	36.85	5.55	36.27
Coordinators	15.7	24.42	55.6%	21.53	35.84	6.96	31.33
Supervisors	17.2	24.83	44.4%	26.17	28.28	1.68	19.53
Administrative	12.3	17.59	43.0%	17.89	13.47	3.69	28.36
Operational	11.9	18.69	57.1%	20.90	17.96	0.89	12.49
Apprentices	8.82	9.49	7.6%	14.10	5.16	0.00	8.88
Interns	13.2	13.92	5.5%	15.43	21.18	N/A	9.18
<b>TOTAL</b>	<b>12.97</b>	<b>18.80</b>	<b>44.9%</b>	<b>20.79</b>	<b>18.27</b>	<b>2.59</b>	<b>18.60</b>

**Note:** There were no interns in the CCR Airports division in 2021.

**THE CORPORATE EDUCATION DIRECTIVE WAS APPROVED IN DECEMBER 2021 AND ESTABLISHES CRITERIA, GUIDELINES AND RESPONSIBILITIES TO SHAPE STRATEGIC ACTIVITIES IN THE AREA.**

## DIVERSITY AND INCLUSION

### GRI 103-1, 103-2 and 103-3

In 2020, the Diversity area was set up as part of the CCR ESG team. A specialized consultancy was contracted to provide support in the implementation of the Diversity Program. In 2022, the People and Management area will assume responsibility for the theme Diversity & Inclusion (D&I), prioritizing education and awareness strategies focused on the internal audience and the roll out of work plans, based on the results of the first implementation cycle. The first online diversity training course is scheduled, as is the beginning of the integration of the D&I program with some of the programs/projects supported by the Instituto CCR.

In 2021, CCR conducted two unprecedented initiatives: (1) the Diversity and Inclusion Census. The purpose of this survey, in which 49.2% of the employees participated, was to map the internal audience from a diversity standpoint and to develop (2) training in Diversity from the perspective of customer service for employees in the operations, workshops for managers, the People and Management team and the Legal area.

It was established that company policy on this theme is well assessed by the employees and that there are no questions of concern related to race, age and the inclusion of disabled persons. There are opportunities for improvements related to gender equality, and this question will be addressed in the 2022 People and Management strategy, with a view to increasing the percentage of women in leadership positions.



## CCR COMMITMENTS ESTABLISHED IN THE CCR DIVERSITY HANDBOOK

Value Diversity as a path towards attracting talent at all levels, aimed at reflecting society in our work force.

Combat and to not tolerate any type of discrimination in the relations we establish between employees, third-parties, customers and business partners.

Promote a safe and welcoming environment for all employees.

The CCR Diversity Handbook was launched with accessibility aids in audio and contrast. It addresses the main concepts and behaviors necessary for a more inclusive environment and the organization's commitments in this area

In addition to these research and communication projects, a number of inclusion and diversity practices were implemented. In CCR Metrô Bahia, a selection process for service and security staff was skewed towards women. This resulting in the hiring of a group comprising 80% females, an unprecedented figure in the unit. In the same unit, training for public-facing employees is being intensified and the security team is using cameras attached to their uniforms, both to map incidents and to inhibit unwarranted interactions with the public

Another successful initiative was the First Journey program, which invested in training young people from low-income families. Launched in February, it was open to young people aged between 16 and 24 years, who were enrolled in a university or technical course and had a family income of

up to six minimum salaries and were living in the Campinas region, a city located close to CCR AutoBAn and CCR GBS. Organized in partnership with the Instituto Bold, it involved courses and activities to encourage self-knowledge and provide training. Furthermore, a talent bank was established for CCR and a number of young people were hired.

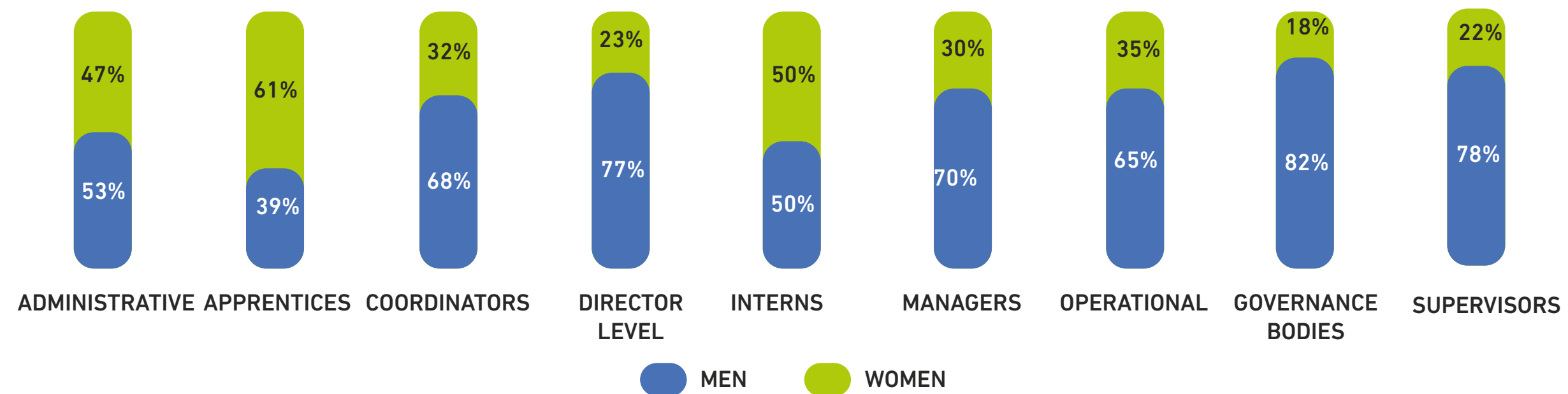
The CCR Group leadership and work force is predominantly masculine, with the exception of administrative positions, interns and apprentices, where there is greater balance between men and women. In terms of age, most CCR employees are aged between 30 and 50 years, with the exception of the governance bodies, where the majority are aged over 50 years. Regarding race, worthy of note is the almost even balance between whites and black/mixed race in the governance bodies.



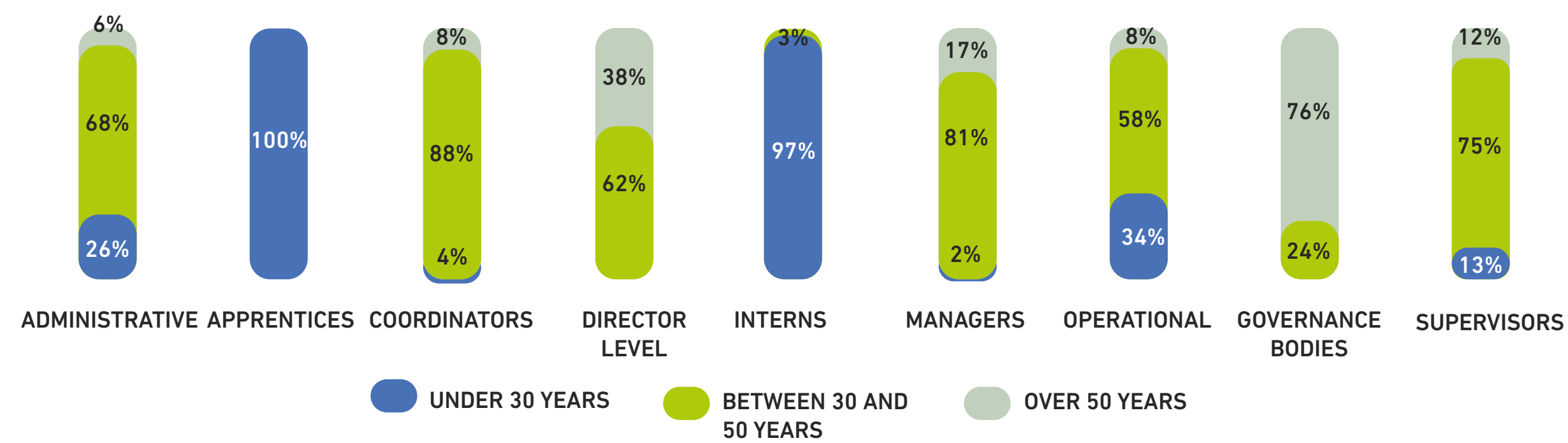
Credit: Clóvis Ferreira

## DIVERSITY IN GOVERNANCE BODIES AND CCR GROUP EMPLOYEES GRI 405-1 and SASB SV-PS-330a.1

### DIVERSITY: GENDER



### DIVERSITY: AGE GROUP



Credit: Clóvis Ferreira



Credit: CCR Archive

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

FUNCTIONAL CATEGORY	CCR GROUP			HIGHWAYS	MOBILITY	AIRPORTS	SERVICES/ CORPORATE
	2019	2020	2021	2021	2021	2021	2021
Director level	72.9%	73.9%	80.3%	82.3%	83.2%	N/A*	78.4%
Managers	88.9%	86.6%	101.2%	111.1%	93.6%	111.9%	96.1%
Coordinators	106.7%	100.9%	99.9%	113.7%	88.4%	100.3%	93.8%
Supervisors	104.5%	106.7%	111.6%	130.5%	97.2%	100.9%	102.2%
Administrative	87.8%	89.1%	87.5%	93.1%	83.2%	86.8%	85.5%
Operational	73.1%	72.4%	76.0%	68.3%	87.5%	139.7%	62.1%
Apprentices	100.8%	100.4%	97.9%	95.4%	100.0%	100.0%	100.1%
Interns	99.6%	102.0%	99.7%	84.6%	95.8%	N/A*	103.3%
<b>TOTAL</b>	<b>68.1%</b>	<b>69.4%</b>	<b>77.0%</b>	<b>62.2%</b>	<b>93.1%</b>	<b>91.7%</b>	<b>77.0%</b>

**Notes:** The salary ratio was calculated by the median of the base salary.  
 \*There are no women in the director level and intern functional categories in the CCR Airports division.



Credit: CCR Archive

## HEALTH AND SAFETY

The CCR businesses deal with human lives, and it is precisely for this reason that employee and customer health and safety represent one of the cornerstones for the company. Every effort is made to enable access to secure transportation systems and inclusive urbanization, with full respect for human rights and the guarantee of quality, safety and service within established legal time limits.

### EMPLOYEE SAFETY

**GRI 103-1, 103-2, 103-3, 403-1, 403-2, 403-3, 403-4, 403-5 403-7 and 403-10**

One landmark in 2021 was the creation of a Safety, Health and Environment (SHE) executive management area. Its purpose is to identify risks found in the work environment and draft action plans to mitigate them, connecting the initiatives with the incident indicators of each unit. This is an important consequence of the implementation of the People and Management executive area.

The occupational health and safety management system includes the training courses implemented in the CCR business units, always in accordance with the standards and guidelines set forth in Brazilian legislation and international

conventions. The SHE manager and the SESMT (Specialized Services in Occupational Health and Safety - Serviços Especializados em Engenharia de Segurança e em Medicina do Trabalho) provide services for employees, not only in consultations related to the PCMSO Occupational Health Examination Program (Programa de Controle Médico Saúde Ocupacional), but also in monitoring sick leave and Labor Accident Communications (CAT - Comunicado de Acidente de Trabalho), as well as associated investigations. Evidently, compliance with the remaining applicable Regulatory Standards (NRs - Normas Regulamentadoras) is another priority. All the CCR Group units have a Cipa internal accident prevention commission (Comissão Interna de Prevenção de Acidentes) to guarantee worker participation in occupational health and safety questions.

In general terms, all worker activities are covered by the occupational health and safety management system. However, some work locations and certain functions in the Mobility and Highways divisions require closer attention since they are more exposed to risks. These risks have been identified, classified and mitigated by company safety procedures and the supervised use of personal and collective protective equipment. All these processes are governed by

a standardization committee in accordance with an internal normative instruction, in compliance with legal requirements and the bases of the concept of integrated corporate health. Consequently, there is not a high incidence or risk of ill-health associated with company activities.

SHE management is assessed by means of third-party audits and certification in accordance with the standards defined by the company and corporate guidelines. It is also monitored via the LTIFR - Lost Time Injury Frequency Rate and the implantation of software (SOC) to optimize and standardize the activities of the Health and Safety teams.

The target of the CCR Group is to reduce the LTIFR by 14.3% compared to the average for the years 2018, 2019 and 2020. This is included in the performance expected of the entire executive body. In addition to this most ambitious target, CCR seeks to minimize correlated incidents, such as light accidents, time-off work accidents and commuting accidents

for employees. These elements all come under the scope of CCR safety policy.

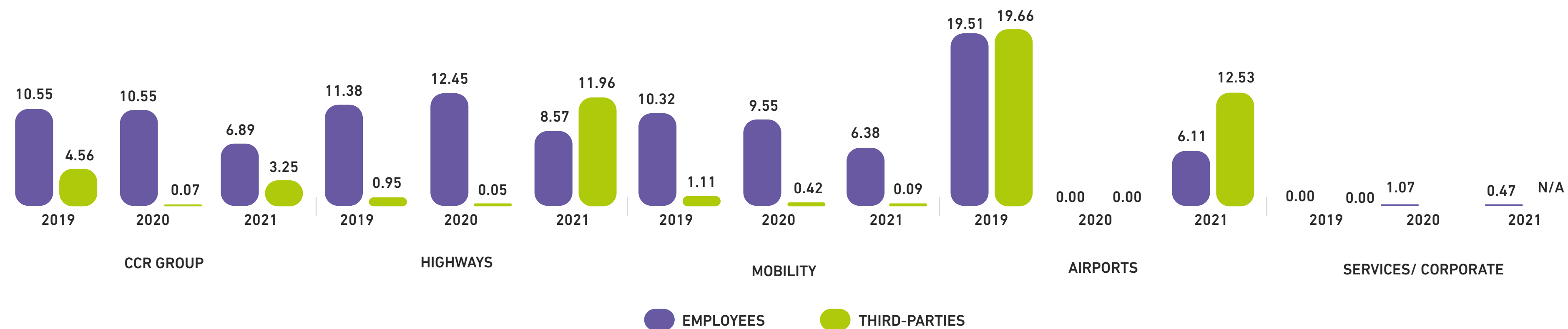
Worthy of note among the first measures implemented in 2021 was the implantation of the Safety Culture project organized in partnership with DSS - Dupont Sustainable Solutions, a benchmark consultancy in occupational safety. During the course of the project, which should last three years, a broad-based review of procedures and controls will be promoted to reinforce the CCR Group internal safety culture.

Additionally, behavioral training was undertaken for all leaders, senior management and the occupational safety teams in the units, aimed at promoting safe behavior and risk perception among employees to avoid accidents.

**WE TAKE HEALTH AND SAFETY INTO ACCOUNT IN ALL OUR ACTIONS AND DECISIONS, FROM SIMPLE DAY-TO-DAY TO HIGH IMPACT ONES FOR THE COMPANY. EVERYONE SHOULD PROMOTE AND ENSURE A SAFETY CULTURE IN THEIR ZONES OF INFLUENCE. THE SAFETY PILLAR HAS BEEN INSTITUTED IN OUR VALUES AS A CONDITION FOR OUR EXISTENCE.**

With the creation of the SHE executive management area and the implantation of the Safety Culture project, work will be reinforced at all decision making levels. The importance attributed to this question is reflected in the improvement in frequency rates in recent years. In 2021, there was one case of work-related ill health with mandatory communication in the CCR Barcas unit and one fatality of an employee in CCR AutoBAn. In function of this, the fatality rate in the Highways division was 0.08; in the CCR Group it was 0.04. **GRI 403-9 and 403-1**

### FREQUENCY RATE (FR) GRI 403-9 and SASB IF-EN-320a.1



**Notes:** FR = Number of Accidents x 1,000,000/Man Hours Worked. | Total hours worked in the CCR Group in 2021: 26,856,346. | N/A without suppliers. Further information about the Health and Safety Indicator in the GRI and SASB Indicators Attachment on page 101.

## PROMOTION OF WORKER HEALTH

### GRI 403-6

CCR offers its employees a benefits package that includes a health and dental plan, covering the most diverse regions in the country, including specialist clinics and emergency room treatment in leading hospitals. Furthermore, the units carry out vaccination campaigns in accordance with the public health campaign calendar (as an additional benefit, some of the vaccines are extended to family members). Employees also receive ambulatory care in the units. They have access to health-related quality of life programs, as well as fully confidential channels for the most diverse complaints.

Preventive healthcare programs are offered to employees from the time they are hired, as well as others in accordance with specific needs. Such programs may be assessed by the health profile indicators and surveys undertaken at corporate level. The programs offered are: Gympass, psychological and financial advice, nutritional advice and accompaniment of mothers-to-be, Healthcare Channel, Telemedicine, Orthopedics in focus and High Users - a monitoring program for employees who require greater care in determined specialties.

In all the programs, the employee's initial state is assessed, followed by monitoring of their evolution over the period in question. The occupational health and quality of life teams play a fundamental role in this process, maintaining contact with the employees and encouraging them to participate, ensuring awareness of the importance of following all the recommendations received so that they may get better.

Also worthy of note during the year was the expansion of the Primary Care Center, which provides primary level health assistance (shelter, guidance and care) for employees and their families. The CCR Group made the Primary Care Center available to more than 21,000 beneficiaries, contracting family medical services.

During the year 7,957 persons used the program a total of 18,370 times (an average of 2.31 times per beneficiary). Each consultation generates participation in a satisfaction survey that measures the NPS (Net Promoter Score), which stood at 93.20 at the end of the period.

There was also a focus on mental health in 2021, with the development of the Viva Bem (Live Well) program. Based on a mapping exercise of CCR Group employees' health and habits, a set of specific actions was developed with a focus on mental health, using the app. OrienteMe (GuideMe). The beneficiaries of the app have access to a knowledge trail which provides guidance on mindfulness, as well as psychological assistance.

In a year in which the vaccines against Covid-19 became available, the importance of the vaccination campaign promoted in the CCR Group is worthy of note. Communication about the importance of vaccination was intense and the medical area worked hard and continuously on clarifying employees' doubts and providing them with guidance. The results speak for themselves: CCR ended 2021 with almost 100% of its work force fully vaccinated.

# ENVIRONMENT

## GRI 103-1, 103-2, 103-3, 303-1 and SASB IF-EN-160a.2

CCR has been involved in environmental actions since it was founded, and increasingly believes that only tangible initiatives will help build a better future. The pursuit of reduced environmental impacts and optimized consumption of natural resources are premises of sustainable management at CCR. They involve the company's entire value chain and are aimed at building a low carbon economy, mitigating impacts on biodiversity and reducing the consumption of natural resources.<sup>9</sup>

Environmental management is focused on protecting water resources, optimizing energy consumption and emissions and the proper disposal of solid waste in the regions in which the concessionaires operate, causing the lowest impact possible in compliance with environmental legislation. In the concessionaires, water and energy consumption and emissions and waste are managed by means of an online platform and IMS (Integrated Management System) indicators. All the data is monitored on a monthly basis and the main deviations are analyzed in order to develop corrective actions. For example, CCR NovaDutra identified significant leaks due to an electric float valve with internal and external ruptures in the piping. With daily monitoring of the water meter the leak

was identified more rapidly and the repair team was called in to solve the problem.

The concessionaires in the CCR Highways and CCR Mobility divisions have IMS policies, most of which are audited in accordance with the ISO14001:2-2015 standard, as well as targets to reduce water and energy consumption year on year. The main initiatives in the highway concessionaires are focused on training, good environmental practices, conscious consumption campaigns and energy efficiency programs, such as the installation of LED light bulbs and the use of photovoltaic solar energy. The CCR Mobility division has programs to install water flow reduction valves and environmental education measures, as well as energy committees.

There are also measures to mobilize company teams in relation to these questions. In 2021, the first CCR Corporate Environment Encounter was held. This involved all the employees engaged in this area, enabling them to exchange experiences and create a communication channel between the concessionaires. The event should become annual.

Regarding biodiversity, all the plans for scheduled works are shared with the CCR GBS Environment team for the elaboration of environmental technical reports. The purpose of these is to identify when locations in which there will be interventions are intercepted by conservation units, whether it will be necessary to suppress vegetation or to intervene in an environmental protection area or water bodies. This prior assessment enables the interface with the planning team to try and avoid any suppression or interference in areas with environmental restrictions through the evaluation of alternative locations or impact reduction measures.

After the definition of an alternative location and the execution method, the plans, as well as the environmental study of the venture, are forwarded to the environmental licensing authority for assessment and the issue of the environmental licenses. Interventions are only begun after the necessary authorizations have been obtained. The company complies with the conditions stipulated by the authorities.

<sup>9</sup>. The environmental data presented ahead exclude the units ViaMobilidade L8 and 9, South and Central Blocks, Quicko, MTH and TAS and include ViaRio.

## OPERATIONS CERTIFIED AND SEEKING CERTIFICATION FOR SUSTAINABILITY STANDARDS

### SASB IF-EN-410a.1

CONCESSIONAIRE	TYPES OF CERTIFICATION EXISTENT	SEEKING CERTIFICATION
CCR ViaSul	ISO 9001:2015/ ISO 14001:2015 and accredited in 39001:2015	N/A
CCR AutoBAn	ISO 9001:2015	ISO 14001/2015 and ISO 45000/2018
CCR ViaOeste	ISO 9001/2015; ISO 14001/2015 and ISO 45001/2018	N/A
CCR Rodoanel	ISO 9001/2015; ISO 14001/2015 and ISO 45001/2018	N/A
CCR SPVias	ISO 9001:2015	ISO 14001/2015 and ISO 45000/2018
CCR MSVia	ISO 14001/2015	N/A
ViaQuatro	ISO 9001:2015/ ISO 14001:2015	N/A
ViaMobilidade Line 5	ISO 9001:2015/ ISO 14001:2016	N/A
ViaMobilidade Lines 8 and 9	Does not possess	ISO 9001:2015/ ISO 37001
CCR Metrô Bahia	ISO 9001:2015	N/A
CCR Barcas	ISO 9001:2015	N/A
VLT Carioca	Does not possess	ISO 9001:2015
BH Airport	Does not possess	Carbon Accreditation Program Level 2 - ACI (Airport Council International)



Credit: CCR Archive

## LAND AND BIODIVERSITY

### GRI 103-1, 103-2, 103-3

The management of flora and fauna biodiversity is executed in accordance with the requirements of the licensing environmental authorities and the internal Environmental Monitoring procedure PO-015, which records the activities undertaken. The goal is to comply with the environmental legislation in force and minimize the environmental impact of works, always in accordance with the conditions imposed by the licensing authority. All units have ombudsman areas, which are the channels responsible for receiving complaints.

Vegetation is only suppressed when this is authorized by the environmental licensing authority. These generate environmental compensations which could involve compensatory planting or the land title regularization of conservation units in accordance with municipal, state and federal legislation. When this is required by the environmental authority, the suppression is accompanied by a team specialized in rescuing and resettling wild animals.

In 2021, CCR opened a new front regarding the environmental compensations its businesses require. As an alternative to compensatory planting, the acquisition of areas in conservation units was developed. That is, instead of directly promoting the planting of seedlings in predetermined areas, the company started studying the possibility of buying irregular areas within conservation units and donating them to the competent authority. This was done, for example, to comply with the environmental compensation for CCR ViaSul. It is a measure which, in addition to making natural resource management more pragmatic, permits a cost reduction of approximately 50%.

Traditional environmental compensation did, however, produce good results during the period. CCR was involved in diverse initiatives, worthy of note being two forestry reclamation projects: one in the farm of the São Paulo Zoo, in Araçoiaba da Serra, and another on the Ermida Farm in

## SIGNIFICANT IMPACTS OF ACTIVITIES, PRODUCTS AND SERVICES ON BIODIVERSITY

### GRI 304-2

#### POSITIVE IMPACTS

- Execution of planting in order to offset the environmental impacts caused by suppression of vegetation and interventions in environmental protection areas during works.
- When required by the environmental authority, the suppression of vegetation is accompanied by a team qualified to rescue and resettle local wildlife.
- In some expansion works, underground passageways for fauna are implanted to facilitate the movement of animals between forest fragments cut by highways. These passages are monitored by the concessionaire operational teams to verify their effectiveness and to check on the animal species that use them.

#### NEGATIVE IMPACTS

- During construction works vegetation is suppressed, affecting native, protected, threatened and exotic tree species.
- In some cases, there are interventions in conservation areas and environmental protection areas. Following the intervention the area is reclaimed in accordance with the guidelines set forth by the environmental authorities. Whenever possible, techniques to maintain the permeability of the soil are used.
- Highway operations result in accidents in which fauna are run over.



Credit: CCR Archive

Jundiaí, both in the state of São Paulo. The first used an unprecedented restoration methodology for the CCR Group, direct seeding based on a methodology known as “Muvuca de Sementes” or “Mix of Seeds). This received technical support from the Instituto Socioambiental (ISA), Agroicone and Embrapa (Genetic and Biotechnological Resources Unit and the Agrosilvopastoral Unit). The second, which completed its first three years in 2021, has already added 20 hectares of forestland to the edges of the forest mass of Serra do Japi, an important Atlantic Rainforest reservation in the hinterland of the state. The results exceeded initial expectations.

For the environmental compensation of works being implanted in the state of São Paulo, areas that may be registered in the Infrastructure and Environment Department’s Water Sources Program are prioritized. In 2021, the projects registered and under registration in the program totaled 150.9 hectares. Furthermore, the compensation projects prioritize the recovery of environmental protection areas in public and private areas focused on reclaiming/ expanding natural springs and water courses.

There were three other initiatives of note. The Homem Pantaneiro program, in Mato Grosso do Sul, which received R\$ 500,000 from the Instituto CCR. The funds were invested in preparing fire brigade members to fight fires in the Pantanal region. The Paleontology Program in the works for the duplication of the BR-376/PR highway trained 31 employees and retrieved over 1,992 fossils with support from qualified professionals and the respective authorities.

Yet another important project was saving germplasm (vegetable genetic material) in the works on the duplication of the BR-386 highway in Rio Grande do Sul. Specimens were rescued from 24 points in an area of vegetation that is to be suppressed. Some of these species are threatened with extinction (*Dyckia marítima*, *Euterpe edulis* and *Cedrela fissilis*, and one for which suppression is prohibited in the state, *Ficus luschnatiana*).

In relation to incidents involving local fauna at BH Airport, 4.65 animals were harmed for every 10,000 landings and takeoffs in 2021.

### HABITATS PROTECTED OR RESTORED 304-3

NAME OF AREA	HECTARES	LOCATION	RESTORATION APPROVED BY INDEPENDENT EXTERNAL SPECIALISTS?		AREA CONSERVATION STATUS
			RESTORATION APPROVED BY INDEPENDENT EXTERNAL SPECIALISTS?	RESTORATION APPROVED BY INDEPENDENT EXTERNAL SPECIALISTS?	
<b>Environmental protection</b>					
Planting at the Ibicatu Ecological Station	4.86	Piracicaba/SP	Yes		Planting under maintenance
Planting in environmental protection area	3.81	Piracaia/SP	Yes		Planting under maintenance
Planting in environmental protection area	0.38	Itatiaia/RJ	Yes		Planting under maintenance
<b>TOTAL</b>	<b>9.05</b>				
<b>Restored</b>					
Private area	11.65	Sorocaba/SP	Yes		Planting under maintenance
Private area	0.10	Sorocaba/SP	Yes		Planting to begin
Private area	0.55	Sorocaba/SP	Yes		Planting to begin
Private area	3.00	Vassouras/RS	Yes		Planting under maintenance
Private area	0.55	Castro/PR	Yes		Planting under maintenance
BR-277 highway right of way	0.10	Campo Largo/PR	Yes		Planting under maintenance
<b>TOTAL</b>	<b>15.95</b>				

### INCIDENTS INVOLVING FAUNA AT BH AIRPORT GRI G4 A09

PARAMETERS	2018	2019	2020	2021
<b>Total number of aircraft movements</b>	101,225	102,265	46,318	66,654
<b>Damage to wildlife in the airport</b>	40	38	23	29
<b>Damage to wildlife in surrounding areas</b>	0	5	1	2
<b>Total damages to wildlife per 10,000 movements</b>	3.95	4.20	5.18	4.65



Credit: CCR Archive

## CLIMATE CHANGE

### GRI 103-1, 103-2, 103-3 and 201-2

The climate change agenda is strategic for the CCR Group. In the ongoing management of this question, the company has developed SBTs (Science Based Targets) and commitments based on ESG KPIs, that will be made public from 2022.

In 2021, as part of the restructuring of the Sustainability area, the inclusion of climate change in the corporate risk matrix was assessed. The climate change-related risks are subject to the same risk management methodology as all CCR Group corporate risks, as described in the Reference Form, item 5.1. The topic comprises 15 risks classified in two major categories: physical and transition risks as recommended by the TCFD (Task Force on Climate-Related Financial Disclosures). Based on 2020 data, the company had a B rating in the CDP, released in December 2021. Since 2016, the CCR Group has been on the A List, demonstrating its leading position in this area. CCR also invites and engages its suppliers in responding to the climate change questionnaire, part of the CDP Supplier Engagement Rating (SER) process. In the last three years it has had an A- rating.

Climate change risks can generate different short, medium and long-term impacts. The impacts are classified in the following categories: Financial, Reputational, Operational, Regulatory, Health and Safety and ESG. The main impacts are related to damage to infrastructure, operational interruptions and reductions in revenue.

The studies related to the financial implications of the climate change related risks are incorporated into the CCR ESG Steering Plan, which sets forth the measures to be executed up until 2025. The costs of the measures taken to manage these risks were not measured in the reporting year. Discussion of the measures to be implanted will be begin in 2022 with the roll out of the Decarbonization plan.

The concessionaires have a Risk Management Plan and an Emergency Action Plan in which the main risks associated with water resources in the event of environmental emergencies are mapped. These include the measures to be taken to mitigate significant risks related to, for example, extreme climatic events, and interactions with public authorities, companies and local communities.

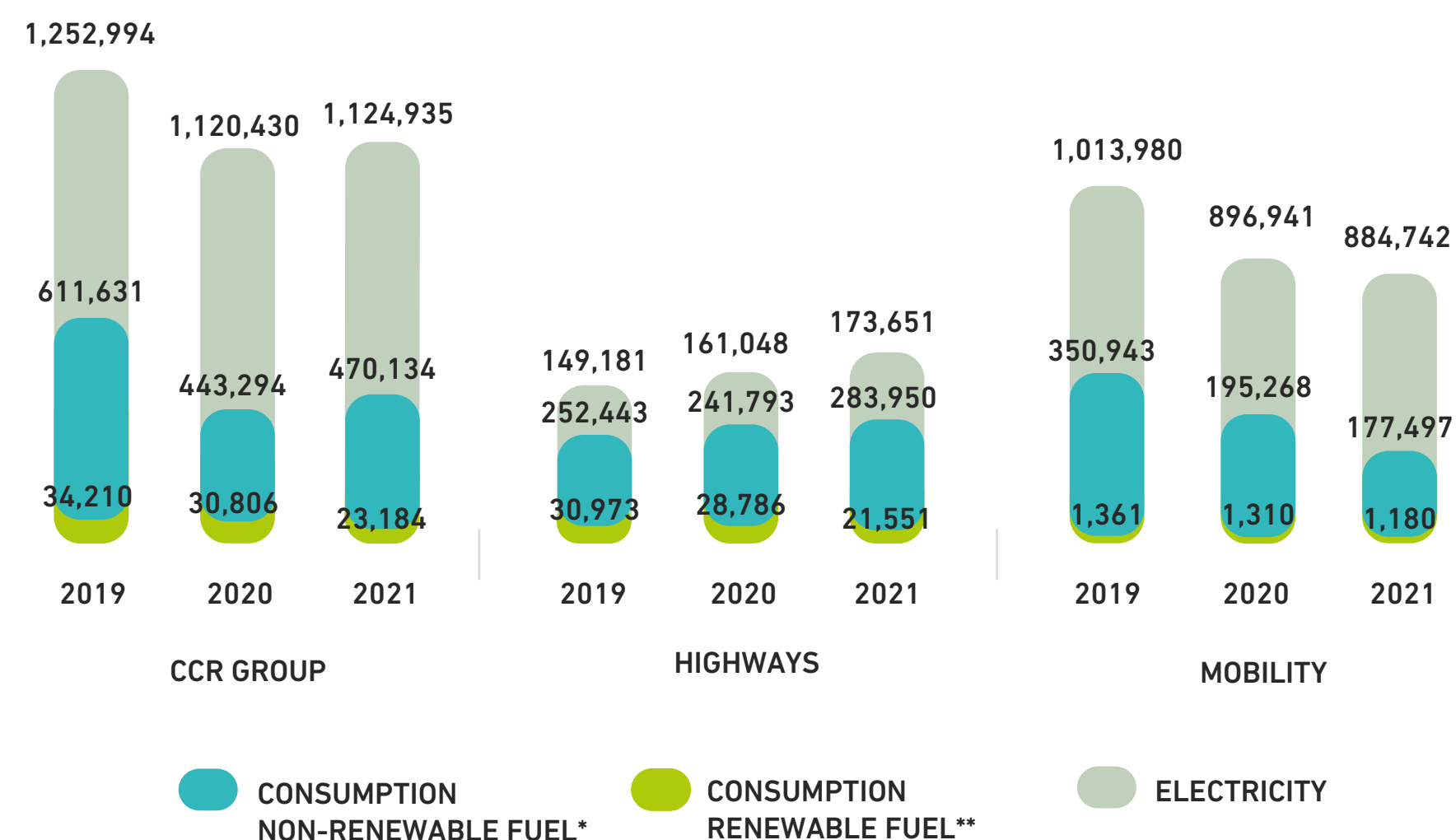
The Belo Horizonte International Airport contracted I-REC (Renewable Energy Certificate) certification for all the electricity consumed in 2021. This certifies the renewable origin of the electricity used in the airport, thus neutralizing scope 2 emissions. This measure will be maintained and is aligned with the CCR Group sustainability strategy.

## ENERGY AND EMISSIONS

The Highways (29.5%) and Mobility (65.8%) divisions account for 95.3% of the CCR Group's energy consumption, with electricity corresponding to 69.6% of all the energy consumed. In the CCR Mobility division this percentage is 83%, while in the CCR Highways division consumption of non-renewable fuels represents 29%, most notably diesel oil (26%).

The CCR Group consumed a total of 1.61 million GJ of energy in 2021, a 1.5% increase over the previous year and a reduction of 14.8% compared with 2019. This was due to the Covid-19 pandemic, which reduced utilization of the transportation systems by users. For example, in the CCR Mobility division, the CCR Group's biggest consumer of energy, there was a 22.2% reduction compared with 2021/2019 and a 2.8% reduction compared with 2021/2020, that is, the 2020/19 reduction was 272,700 GJ and the 2021/20 reduction was 30,100 GJ. **GRI 302-4**

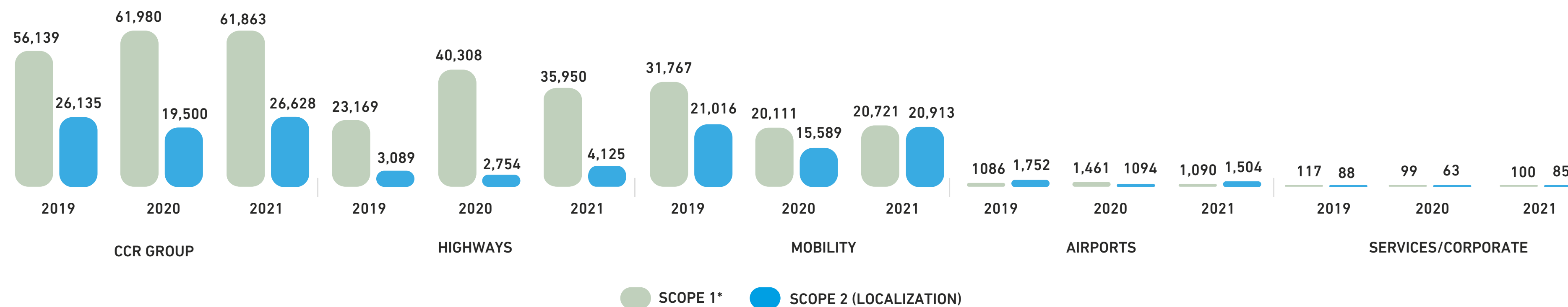
**ENERGY CONSUMPTION INSIDE THE ORGANIZATION (GJ)**  
**GRI 302-1 and SASB TR-RO-110a.3**



**Notes:** \*Includes diesel, gasoline, LPG, CNG, acetylene, propane, kerosene, greases, bunker oil | \*\*Ethanol. CCR ViaCosteira is not included in the environmental indicators for 2019 and 2020 because its activities were initiated in 2020. The consumption of the CCR Airports and Services/Corporate divisions accounts for only 4.7% of the CCR Group. Details on energy consumption in the GRI and SASB Indicators Attachment on page 102.

**THE BELO HORIZONTE  
INTERNATIONAL AIRPORT  
CONTRACTED I-REC  
CERTIFICATION FOR ALL  
THE ELECTRICAL ENERGY  
CONSUMED IN 2021,  
NEUTRALIZING ITS SCOPE 2  
EMISSIONS.**

### SCOPE 1 AND 2 FOSSIL EMISSIONS (TCO2E) GRI 305-1, 305-2 and SASB TR-RO-110a.1



Greenhouse gas (GHG) emissions management in the CCR Group is also aligned with IMS policy guidelines and specific operational procedures for controlling and monitoring GHG and black smoke emissions as an indicator for the preventive maintenance of fleet vehicles and support vehicles. The objective is to reduce emissions generated by administrative and operational processes. The GHG emissions inventories are conducted in accordance with the Brazilian GHG Protocol program methodology.

In 2021, the CCR Group's scope 1 and 2 emissions totaled 61,853.1 and 26,628.5 tCO<sub>2e</sub> respectively. While electricity consumption (scope 2) represents the major emission source

for the CCR Mobility division, corresponding to 78.5% of the group's scope 2 emissions, scope 1 emissions are higher in the CCR Highways and Mobility divisions, with mobile combustion corresponding to 52.7% of emissions. Change in land use is responsible for 31.1% of these emissions. This occurs in function of the need to suppress vegetation, which is duly authorized for restoration work and for the construction of new highways, bridges and access points.

**Notes:** \*Scope 1 includes agricultural activities, stationary combustion, mobile combustion, fugitive emissions, changes in land use, solid waste and liquid effluent | \*\*Scope 2 includes the acquisition of electricity. In 2019, and 2020 the VLT Carioca and CCR ViaCosteira units were not considered. In 2021, the CCR Via Costeira (all scopes) and VLT Carioca (scopes 1 and 2) were considered. Details on GHG emissions in the GRI and SASB Indicators Attachment on page 103 and 104.

### REDUCTION IN ENERGY CONSUMPTION FROM THE INSTALLATION OF PHOTOVOLTAIC ENERGY GRI 302-4

To avoid GHG emissions and reduce energy consumption, CCR substituted 6,339 sodium vapor lamps with LED models along the extension of the CCR ViaSul highway. Emissions of almost 2,500 tCO<sub>2e</sub> were avoided with this measure. Becoming zero carbon is required under the terms of the CCR RioSP contract. This is a trend for future concessions and is yet another reason for CCR to focus on this type of initiative. The CCR GBS engineering area conducts studies on the use of photovoltaic energy in the CCR Group concessions. For example, nine plants were installed on strategic stretches of the CCR ViaSul and CCR RodoAnel highways and two on ViaRio, which permit relative energy autonomy. **SASB IF-EN-410a.2**

The CCR RodoAnel and CCR ViaSul reduced their scope 2 emissions by 417.8 tCO<sub>2e</sub> in comparison with 2020. There had already been a reduction of 329.9 tCO<sub>2e</sub> compared with 2020/19. **GRI 305-5**

CONCESSIONAIRE	LOCATION OF PLANT	POWER (KWP)	REDUCTION IN CONSUMPTION (KWH/MONTH)
CCR RodoAnel	Section 09	838.53	81,750
	Section 1 (Km.35+200/BR-101, Três Cachoeiras/RS)	82.95	9,675
	Section 2 (Km.19+400/BR-290, Santo Antônio da Patrulha/RS)	115.34	9,936
CCR ViaSul	Associação (Km.91+600/BR-290, Porto Alegre/RS)	314.40	449,675
	PRF (Km.91+200/BR-290, Porto Alegre/RS)	270.18	55,247
	Section 3 (Km.60+000/BR-290, Gravataí/RS)	97.20	10,334
	Section 7 (KM.203+500/BR-386, Victor Graeff/RS)		617
	Glorinha (Km.53+000/BR-290, Glorinha/RS) *	617.22	87,745
	Lajeado (Km.344+900/BR-386, Lajeado/RS) *	463.32	97,168
<b>TOTAL</b>		<b>2,799.14</b>	<b>802,147</b>

**Note:** \*Plants installed in 2021. The others were installed in 2020.

The BH Airport implanted internal procedures such as the Carbon Management Plan (PLN-GAM-003) and the Carbon Management Committee (CGC) and created its Level 2 Carbon Accreditation Program - ACI (Airport Council International) with the following initiatives planned:

1. Substitution of lights in the signaling system - The lights in the signaling system were substituted with LED technology lighting, providing a 30% reduction in electrical energy consumption.
2. Solar Water Heating system - Installation of solar panels to heat showers, decreasing electrical energy consumption.

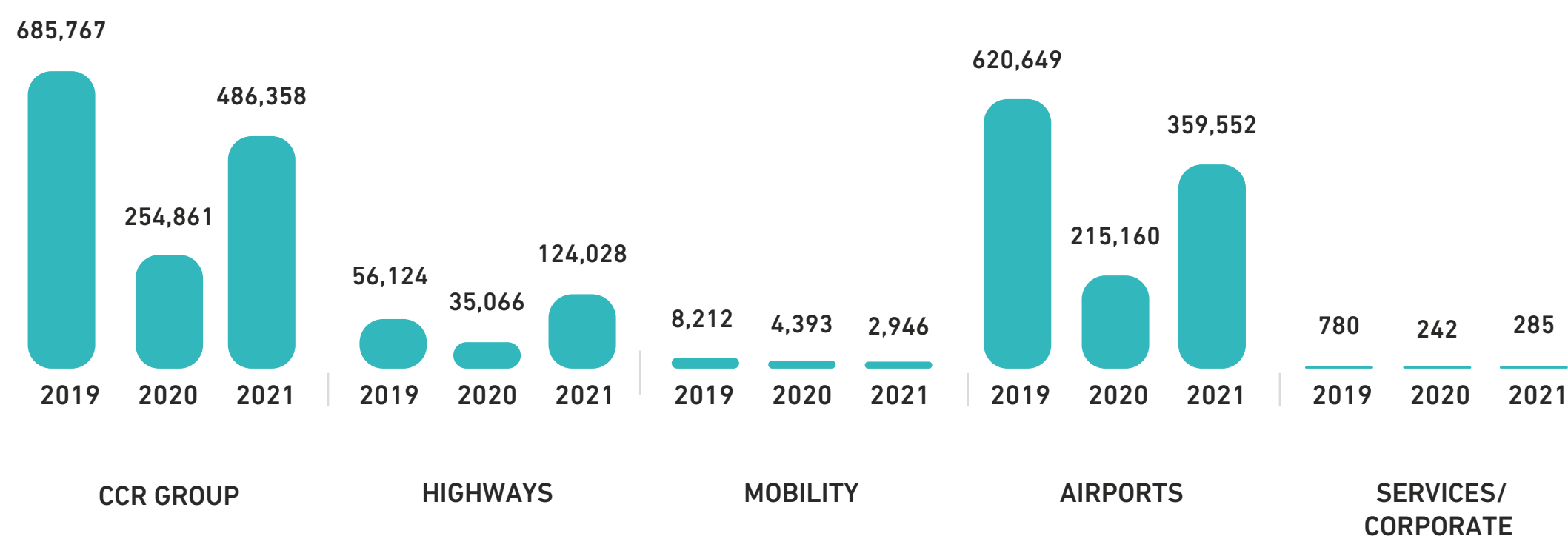
3. Remodeling of Ice Water Center - Implantation of modern equipment that provided a 30% saving in electrical energy.
4. Project to generate energy by means of solar film in the boarding positions - Organic photovoltaic film on the facade and boarding points.
5. 400 hz - planning for the complete substitution of diesel with electrical energy in the aircraft positions.
6. Generation of electricity by solar panels - Implantation of photovoltaic panels on the roofs of the terminals and/or parking lots.

The scope 3 emissions were 203,195 tCO<sub>2</sub>e and are significantly higher than scopes 1 and 2. They occur mainly in the CCR Airports division which accounts for 87.8% of the CCR Group's emissions in this scope. The main source of scope 3 emissions are those not classifiable in categories 1 to 15, which includes mainly aircraft emissions. The variation in emissions is also due to the reduction in operations because of the Covid-19 pandemic.

The CCR Group's scope 1 biogenic emissions were 4,191.7 tCO<sub>2</sub>e, derived from mobile combustion (ethanol), while scope 3 emissions totaled 3,716.2 tCO<sub>2</sub>e in 2021. The main source of these emissions is the goods and services purchased in the CCR Highways divisions.

With the approval of the ESG Steering Plan at the end of 2021, the CCR Group defined its strategic goals for addressing the challenges of mitigating climate change in its value chain.

### SCOPE 3 FOSSIL-BASED EMISSIONS (TCO2E) GRI 305-3



**Notes:** Scope 3 includes activities related to fuel and energy not included in scopes 1 and 2, leased goods (the organization as lessee), goods and services purchased, employee commuting (home-work), scope 3 emissions not classifiable in categories 1 to 15, waste generated in the operations, transportation and distribution (upstream) and business travel. The VLT Carioca scope 3 emissions were not included in the 2021 data. The CCR Via Costeira and VLT Carioca units were not considered for 2020 and 2019. Details on GHG emissions in the GRI and SASB Indicators Attachment on page 103 and 104.

## WATER AND EFFLUENTS

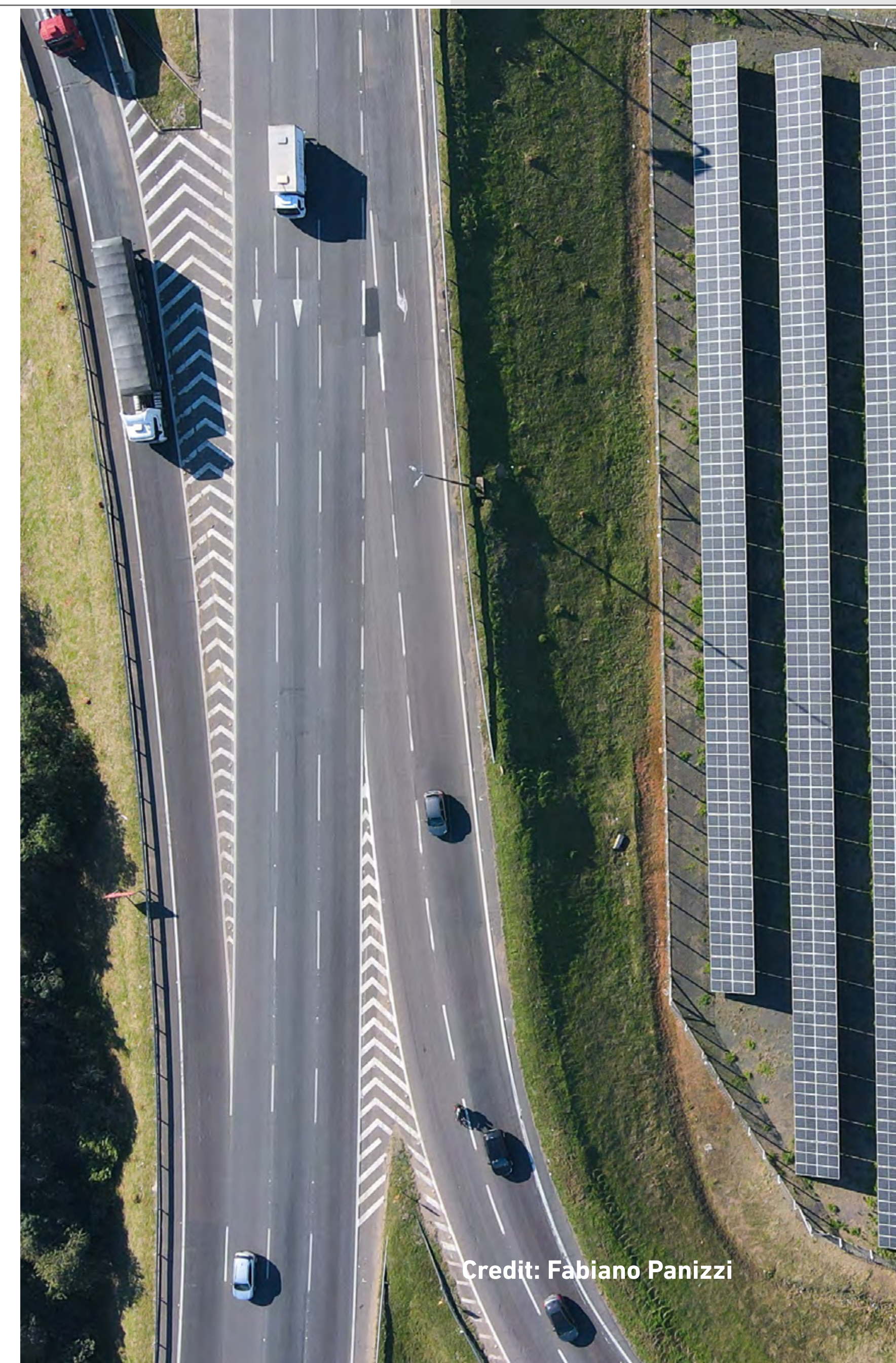
### GRI 103-1, 103-2, 103-3, 303-1 and 303-2

Water withdrawal by the concessionaires is authorized by the competent authorities. Consumption is primarily human at the toll plazas and the administrative headquarters of the highways, as well as for cleaning and washing vehicles at the operational bases. The water withdrawal sources of the CCR Group are 27 Artesian wells and 45 public network supply connections.

The disposal of effluents varies from unit to unit. General effluent is disposed of in public sewage networks. It is treated via tanks, anaerobic filters, sinkholes and/or soil filtration trenches, in accordance with ABNT standards, or alternatively via tank systems and/or soil infiltration trenches with collection in septic tanks for disposal by companies specialized in treating and discharging sewage.

In the case of the BH Airport, the effluent from the surface runoff of rainwater that is not harvested is monitored on

a monthly basis at sampling points in the water and oil separation tanks. The monitoring plan incorporates the following quality analytical parameters: anionic surfactants, COD, sedimental solids, oils and mineral grease and totals, total suspended solids, benzene, ethylbenzene, total oils and grease, pH, sulfate, sulphide, toluene and xylene. The collection procedures are in line with ABNT regulatory standards nº 9.898 and nº 9.897, dated 1987. The parameters evaluated are regulated in accordance with standard N° 01 established by the Minas Gerais state Environmental Policy Council and Water Resources Council in 2008. In March 2021, the total suspended solids result was higher than the maximum permitted throughout the 2021 sampling period. The other results are in conformance with legal requirements. No antifreeze was used during the period. **GRI G4 A04 and A06**



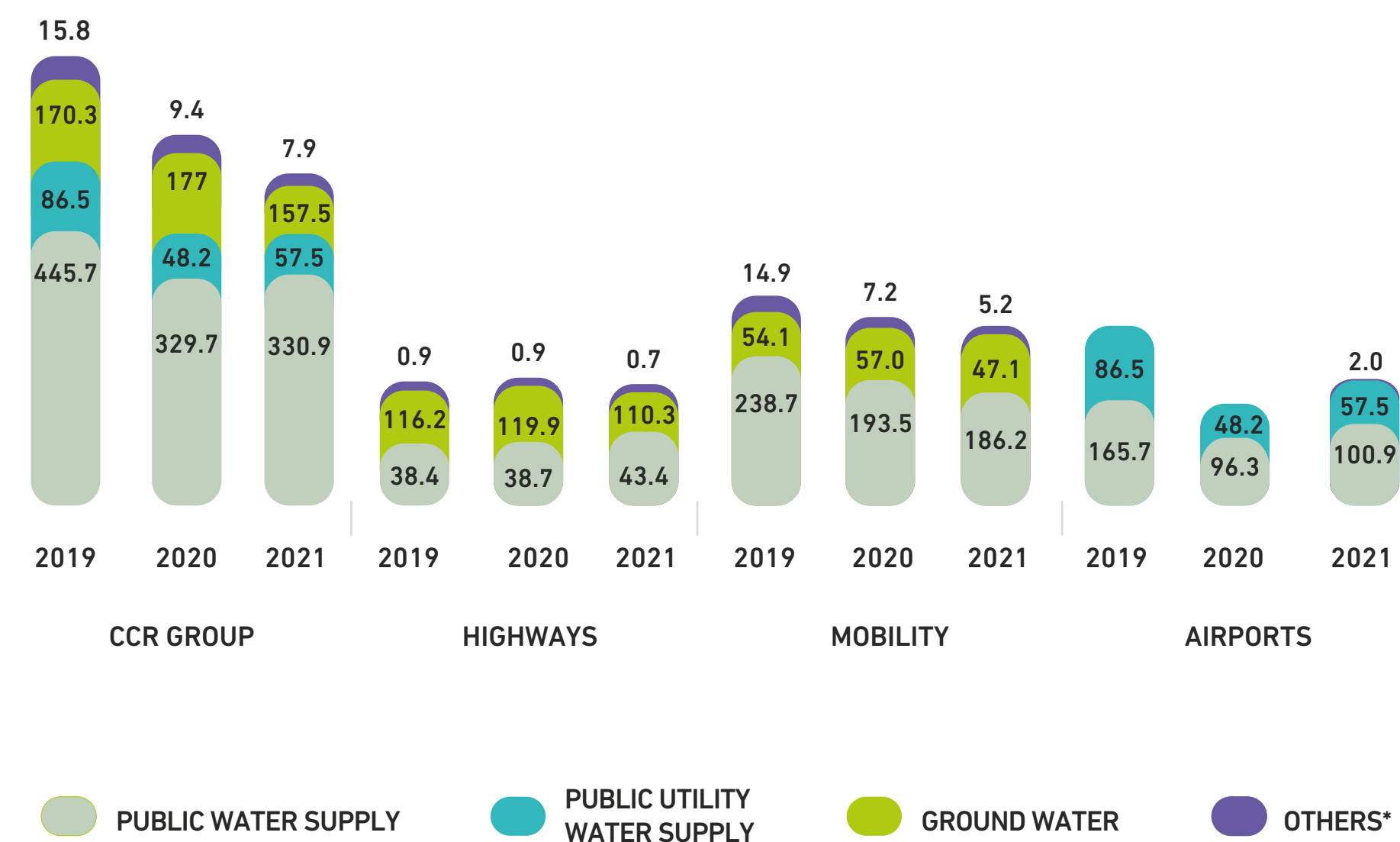
Credit: Fabiano Panizzi

The main source of water withdrawal for the CCR Highways divisions is Artesian wells. For the CCR Mobility and CCR Airports divisions, the biggest consumers of water, public utility suppliers constitute the main source.

The CCR Group's total water consumption in 2021 was 520 megaliters, 2.4% down on the previous year and 23.4% less compared with 2019, mainly due to the remote working regime introduced during the Covid-19 pandemic. Nonetheless, the water management measures implemented by the concessionaires also tend to contribute.

Two rainwater harvesting projects are worthy of note: one in the CCR ViaLagos administrative head office, with a capacity of 2,000 liters; the other in the CCR Barcas Niterói Shipyard, which has a capacity of 25,000 liters. The water is used in maintenance services, such as spray cleaning the vessels, cleaning the vessels' life jackets and cleaning the shipyard floors. CCR NovaDutra has a voluntary project whereby the CCR fleet is dry cleaned, while at CCR Metrô Bahia, in Salvador, the trains are washed with recycled water. The BH Airport is implanting a water reuse plant in which gray and black water will be separated. Treated effluent will be used in the sanitary installations. **SASB IF-EN-410a.2**

### TOTAL WATER WITHDRAWAL BY SOURCE (MEGALITERS) GRI 303-3



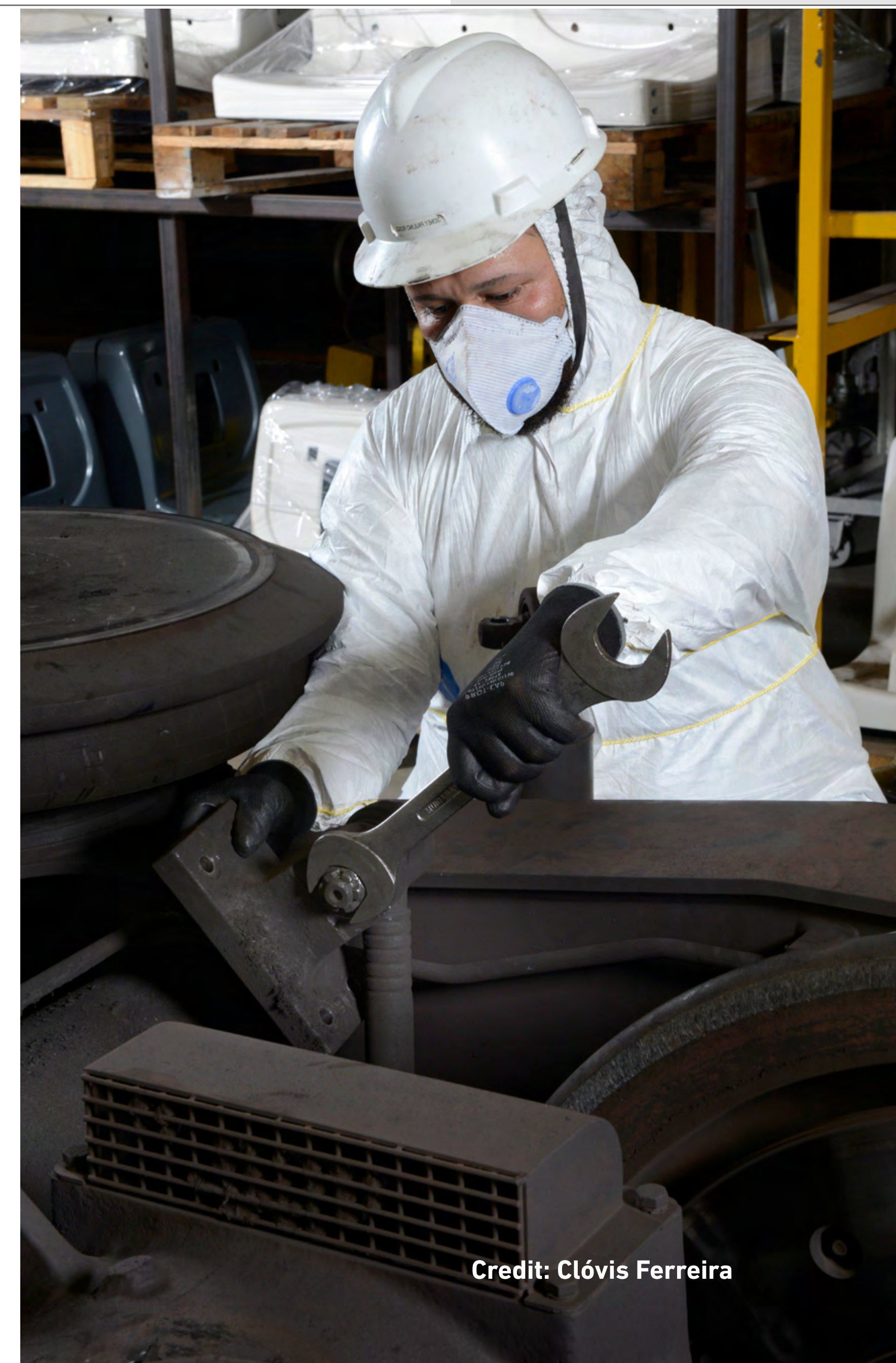
**Notes:** \*Others include public utility water supplies, harvested rainwater and reused water. All the water withdrawn by the CCR Group is freshwater. There was no withdrawal of surface water, seawater and produced water. CCR ViaCosteira is not included in the environmental indicators for 2019 and 2020 because its activities were initiated in 2020. Water withdrawal from public utilities by the Services/Corporate area was 0.35 megaliters in 2021, 2.96 in 2019 and 1.22 in 2020. Details on water withdrawal and effluent discharged may be found in the GRI and SASB Indicators Attachment on page 106.

In relation to works, the use and interference in water resources (drains, piping, construction of crossings/drains, channels, bridges, dredging, bed protection) are undertaken via the issue of permits from the competent authorities after the presentation and approval of hydrological and hydraulic studies. Additionally, interventions in environmental preservation areas are licensed in according with the legislation on protecting water courses.

Water withdrawal for the execution of works is the responsibility of the construction companies, with the CCR GBS environmental and works team overseeing the regularity of permits and the disposal of effluents. In municipalities in regions suffering from water stress, water withdrawal at the sites of the works is not recommended. Any complaints arising from damage to water resources are received by each concessionaire's ombudsman and by the social communication programs of the works.

Regarding effluents, the guidance is to use chemical toilets on the work fronts. The transportation and disposal of the effluent is documented to ensure regularity and no effluent is discharged into water courses. For works of longer duration, the plans for the work site could include the implantation of a septic tank or other methods, which should acquire the prior approval of the competent environmental authority.

For works subject to three-phase environmental licensing, the environmental authority requires the monitoring of quantitative impacts. In these cases, visual inspections are conducted to identify any accumulation of silt. Water quality is analyzed taking into account parameters such as turbidity, pH, presence of oil and grease and alterations in the color of the water that could affect the water regime and the quality of water courses in the region.



Credit: Clóvis Ferreira

## CIRCULAR ECONOMY

### GRI 103-1, 103-2, 103-3, 306-1 and 306-2

In addition to following the directives of the IMS and ISO14001:2-2015 audits, solid waste management in the CCR Group is aligned with the definitions in Brazil's National Solid Waste Policy and the healthcare service and construction solid waste management plans of each unit. The company also promotes training courses and awareness campaigns on waste management and the selective collection of recyclable materials.

The waste generated in the operation is classified, segregated in specific locations, quantified and disposed of in licensed landfills or by specialized companies. This process is fundamental in minimizing possible impacts the waste could generate in the environment such as contamination of the air, water or land. The waste generated by the concessionaires comes from various activities, including recuperation, improvements, maintenance, the operation and use of highways and operational administrative activities (operational bases and toll plazas).

The waste is managed internally by specific teams. The transportation, treatment and final disposal of waste are

the responsibility of contracted companies. This involves classification of the material in accordance with the legislation and standards in force, the elaboration of waste transportation manifests and final disposal certificates.

A good practice implemented was the reuse of reclaimed asphalt pavement or RAP, prepared with residue of the asphalt removed from highways being resurfaced. This was employed in paving the highways managed by CCR. More than 100,000 tons of RAP were used, promoting the recycling of a petroleum derivative which, if not reused, would need to be discarded in an appropriate manner.

The company acquired an asphalt mill to produce its own RAP. This move will drive a number of future benefits. Although it boosts internal carbon emissions, the reuse rate of the surface asphalt layer will increase to 20%, prolonging the working life of highways paved with this material. The group will also gain greater autonomy in managing its highways. There is also an indirect positive impact on the supplier chain: suppliers will be forced to improve service quality

and increase reuse of paving, re-incorporating it into the production cycle.

Another initiative has also connected CCR more closely to the circular economy concept. This involves using tire retreads, which are employed as the raw material for new products used in the company's businesses, a case in point being PPE.

In 2021, 31,600 tons of waste were generated in the CCR Group operations, most of which was organic waste and rubble.



Credit: CCR Archive

### WASTE GENERATED (TONS) GRI 306-3

SOURCES	CCR GROUP		
	2019	2020	2021
Rubber	722.9	870.5	626.4
Electric-electronics	6.6	46.9	31.7
Rubble	12,536.6	8,342.6	14,518.5
Fats and oils	290.9	112.4	187.5
Wastewater treatment sludge	0.0	20.0	18.9
Others	209.3	109.9	302.5
Batteries and lamps	12.6	10.1	20.8
Chemical and contaminated products	150.0	132.5	115.8
Recyclable materials (Paper, plastic, glass and metal)	2,052.3	3,622.4	5,249.3
Healthcare waste	9.3	94.5	5.7
Organic waste	75,909.0	28,980.3	10,556.4
Uniforms/PPE	1.7	3.3	3.7
<b>TOTAL</b>	<b>91,901.1</b>	<b>42,345.4</b>	<b>31,637.2</b>

30.4% of non-hazardous waste is recycled, the main destination of this type of waste.

For example, the “Solidarity Selective Collection” project, a partnership between BH Airport and the waste picker association Ascamare in Lagoa Santa/MG, has resulted in the donation of 1,600 tons of recyclable material since the beginning of the concession in 2014. This project has a positive impact on dozens of families in the region, who commercialize the recyclable waste, generating income and benefiting the entire local community, as well as reducing the disposal of regular waste in sanitary landfills.

The main means of disposing of non-hazardous waste is sanitary landfills, with or without burning of methane, which represents 59.6% of the total.

**Notes:** The 2019 and 2020 data do not include the VLT Carioca. The 2021/2020 variation in organic waste was due to a mistake in the units used (m<sup>3</sup> instead of L) which was identified during the 2021 GHG inventory process. Details of the waste generated by division are provided in the GRI and SASB Indicators Attachment on page 107.

**WASTE DISPOSAL (TONS) GRI 306-4 and GRI 306-5**

WASTE DISPOSAL	NON-HAZARDOUS			HAZARDOUS			OVERALL TOTAL		
	2019	2020	2021	2019	2020	2021	2019	2020	2021
<b>Waste directed to disposal GRI 306-5</b>	<b>86,980.8</b>	<b>37,308.6</b>	<b>21,175.6</b>	<b>268.6</b>	<b>265.2</b>	<b>360.8</b>	<b>87,249.4</b>	<b>37,573.8</b>	<b>21,536.4</b>
Industrial landfill	211.7	78.5	1,188.4	4.6	0.1	0.7	216.2	78.6	1,189.0
Class 1 industrial landfill	0.0	0.0	0.0	3.6	8.1	0.0	3.6	8.1	0.0
Industrial landfill with burning of methane	0.0	1,531.4	1,448.2	0.0	0.0	0.0	0.0	1,531.4	1,448.2
Sanitary landfill	9,864.7	10,162.7	8,362.4	1.0	0.3	0.3	9,865.7	10,162.9	8,362.7
Sanitary landfill with burning of methane	76,789.4	25,285.2	10,064.8	0.0	0.0	3.5	76,789.4	25,285.2	10,068.3
Autoclave	0.0	0.0	0.0	58.7	115.4	14.9	58.7	115.4	14.9
Co-processing	66.9	222.9	105.2	195.9	115.4	257.3	262.9	338.3	362.5
Chemical stabilization	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Incinerator	48.1	28.0	6.7	2.9	25.9	17.1	51.0	53.9	23.7
Incinerator chamber	0.0	0.0	0.0	1.9	0.0	0.1	1.9	0.0	0.1
Effluent Treatment and Anaerobic Lagoon	0.0	0.0	0.0	0.0	0.0	66.9	0.0	0.0	66.9
<b>Waste diverted from disposal GRI 306-4</b>	<b>4,037.20</b>	<b>4,329.10</b>	<b>9,725.3</b>	<b>614.4</b>	<b>422.6</b>	<b>375.4</b>	<b>4,651.60</b>	<b>4,751.70</b>	<b>10,100.8</b>
Composting	55.2	1.1	1.1	0	0	0.0	55.2	1.1	1.1
Reverse Logistics	3.3	1.9	1.8	9.6	8.9	17.5	12.9	10.8	19.3
Recycling	3,514.10	3,989.40	9,399.2	411.2	344.4	289.7	3,925.30	4,333.80	9,688.9
Recovery	3.5	5	2.0	0	0	1.0	3.5	5	3.0
Re-refining of oil	0	0	0.0	192.3	68.6	66.9	192.3	68.6	66.9
Reuse	9.1	78.3	18.2	0	0	0.0	9.1	78.3	18.2
Scrap intermediaries	452	253.4	303.1	1.3	0.7	0.4	453.3	254.1	303.5
<b>TOTAL</b>	<b>91,018.00</b>	<b>41,637.60</b>	<b>30,900.9</b>	<b>883</b>	<b>687.8</b>	<b>736.2</b>	<b>91,901.10</b>	<b>42,325.40</b>	<b>31,637.2</b>

Regarding liquid spillages on highways, each unit of the CCR Highways divisions records accidents involving spillages in its operations via systems (KCOR). In this type of situation, CCR communicates with the bodies responsible and provides support in logistics and containment, with the transportation operator being responsible for the incident. In 2021, the main substances spilled on the CCR AutoBA and CCR ViaSul highways were diesel, paints, ammonium nitrate, fertilizers, ethanol, methanol, ferric chloride solution and corrosive liquids. **SASB TR-RO-540a.3.**

**Notes:** CCR ViaMobilidade included only in 2020 and 2021. CCR Via Costeira included only in 2021. Autoclave material is disposed of landfills. This is why it is classified in industrial landfill in 2021. In previous years accounting for these volumes was duplicated.

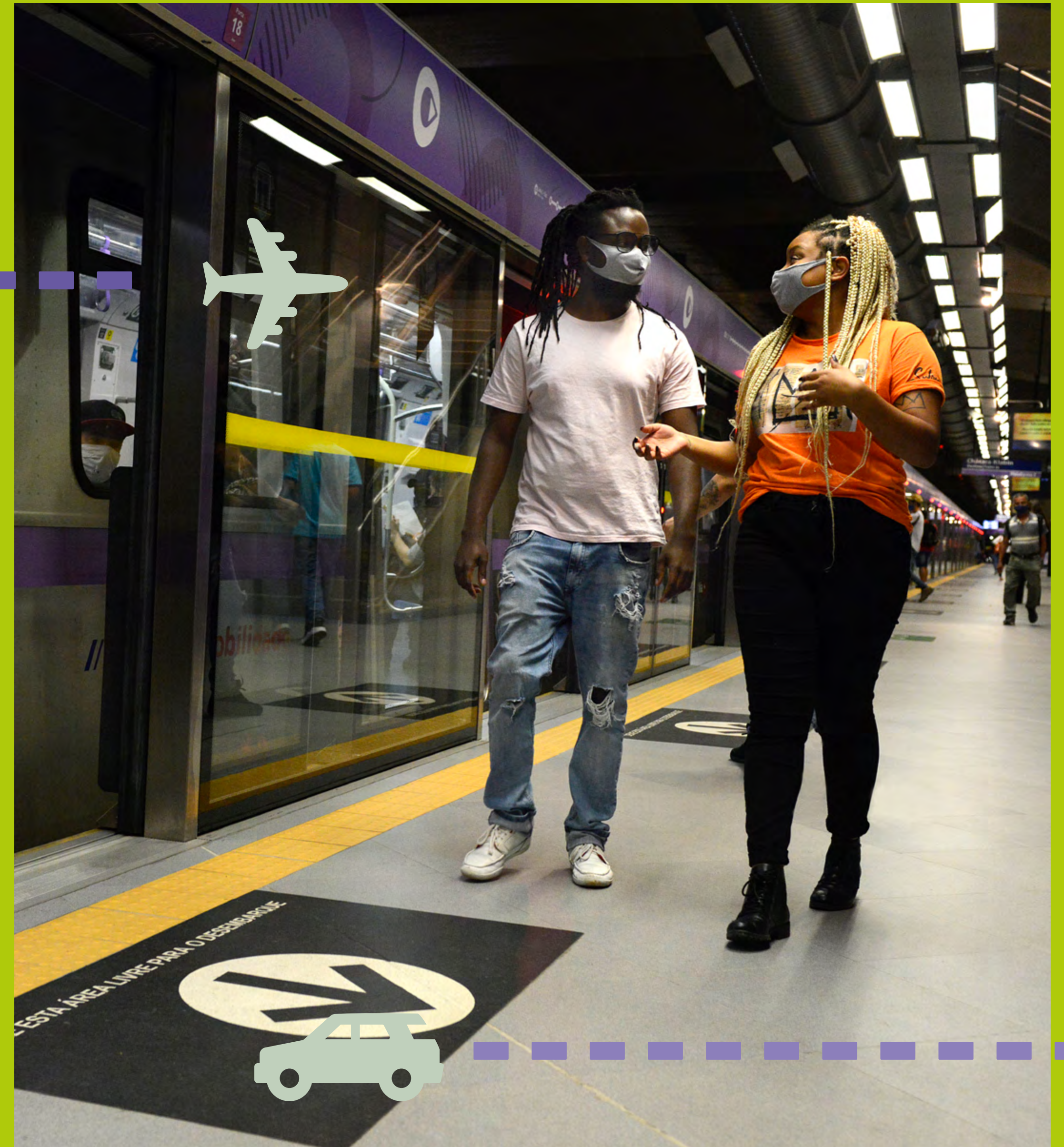


SCREEN  
CONTRAST



NARRATION

# FINANCE



Credit: Clóvis Ferreira

# ECONOMIC-FINANCIAL RESULT

GRI 102-1,0 102-2 and 102-3

## 2021 RESULT

(R\$ THOUSANDS)	2021	2020	VAR. %
Gross Operational Revenue (including Construction Revenue)	13,021,941	10,639,776	22.4%
Gross Operational Revenue (excluding Construction Revenue)	11,953,116	9,691,397	23.3%
- Toll Revenue	7,012,742	6,905,700	1.6%
- Other Revenues	4,940,374	2,785,697	77.3%
Deductions from Gross Revenue	(777,694)	(750,296)	3.7%
Net Revenue (excluding Construction Revenue)	11,175,422	8,941,101	25.0%
(+) Construction Revenue	1,068,825	948,379	12.7%
Costs and Expenditures (a)	(8,686,107)	(7,818,342)	11.1%
- Depreciation and Amortization	(3,152,785)	(2,421,014)	30.2%
- Third-party Services	(1,334,877)	(1,432,020)	-6.8%
- Concession Fee Costs	(107,270)	(79,114)	35.6%
- Personnel Costs	(1,711,675)	(1,451,649)	17.9%
- Construction Costs	(1,068,825)	(944,821)	13.1%
- Maintenance Provision	(5,427)	55,051	n.m.
- Other Costs	(1,026,569)	(1,266,096)	-18.9%
- Appropriation of Anticipated Concession Fee Expenditures	(278,679)	(278,679)	0.0%
Adjusted Ebit	3,558,140	2,071,138	71.8%
Adjusted Ebit Margin (b)	31.8%	23.2%	8.6 p.p.
(+) Equity Income in Subsidiaries	84,861	(36,285)	n.m.
(+/-) Non-controlling shareholder stake	(109,965)	104,919	n.m.
Ebit (c)	3,533,036	2,139,772	65.1%
Ebit Margin	28.9 %	21.6%	7.3 p.p.
(+) Depreciation and amortization	3,152,785	2,421,014	30.2%

(R\$ THOUSANDS)	2021	2020	VAR. %
Ebitda (c)	6,685,821	4,560,786	46.6%
Ebitda Margin	54.6 %	46.1%	8.5 p.p.
(+) Maintenance provision (d)	5,427	(55,051)	n.m.
(+) Appropriation of anticipated expenditures (e)	278,679	278,679	0.0%
(+/-) Equity Income in Subsidiaries	(84,861)	36,285	n.m.
(+/-) Non-controlling shareholder stake	109,965	(104,919)	n.m.
Adjusted Ebitda (f)	6,995,031	4,715,780	48.3%
Adjusted Ebitda Margin (f)	62.6%	52.7%	9.9 p.p.
Net Financial Income	(1,762,760)	(1,353,497)	30.2%
Equity Income in Subsidiaries	84,861	(36,285)	n.m.
Profit (Loss) before Income tax & SC	1,880,241	681,356	176.0%
Income Tax and Social Contribution	(1,074,645)	(595,243)	80.5%
Profit before non-controlling shareholder stake	805,596	86,113	835.5%
Non-controlling shareholder stake	(109,965)	104,919	n.m.
Net profit attributed to controlling shareholders	695,631	191,032	264.1%
Gross indebtedness (g)	26,751,149	19,903,983	34.4%
Investments (cash)	1,695,118	1,481,000	14.5%
Equivalent vehicles (in thousands)	1,099,516	972,752	13.0%

## NOTE (2021 RESULTS TABLE)

(a) *Costs and expenditures: the items presented in this group (due to their nature) are presented in the company's consolidated financial statements, by function in the following groups: Cost of Goods and/or Services Rendered, General and Administrative Expenses, Other Operational Results.*

(b) *The adjusted EBIT margin was calculated by dividing the adjusted EBIT by the net revenues, excluding the net revenue from construction, which is a requirement of the IFRS, the counterpart of which affects total costs.*

(c) *Calculated in accordance with CVM Instruction 527/12. The EBIT is calculated by profit before interest, income tax and social contribution on net profit. EBITDA is calculated as net profit attributed to the controllers (that does not include the portion of profit attributed to non-controllers) adjusted by the net financial result, by the income tax and social contribution expense on profit and by the costs and expenses of depreciations and amortizations.*

(d) *The maintenance provision refers to the estimate of future spending on periodic maintenance in CCR investees and is adjusted because it refers to a relevant non-cash item in the financial statements.*

(e) *Refers to the appropriation to the results of advance payments related to the concession and is adjusted because it refers to a relevant non-cash item in the financial statements.*

(f) *The adjusted EBITDA is calculated by means of EBITDA plus other non cash expenditures: (i) anticipated expenditures, that refer to permits paid in advance to some highway concession authorities (AutoBA, RodoAnel Oeste, ViaOeste and ViaLagos), and are appropriated to the long-term result of the concessions; (ii) maintenance provision, which are provisions for fulfilling the contractual obligations to maintain the concession infrastructure at a specific operational level or to restore infrastructure to the condition specified before returning it to the granting authority at the end of the concession contract, in accordance with CPC 25 and IAS 12; in addition to (iii) results in subsidiaries, which refers to the results in subsidiaries' jointly with the company, to which the company is entitled; and (iv) the stake of non-controlling shareholders in the company's investees. The calculation of adjusted EBITDA margin also excludes construction revenue. The adjusted EBITDA margin was calculated by dividing the adjusted EBITDA by the net revenues, excluding the net revenue from construction, which is a requirement of the IFRS and CPC, the counterpart of equal value which affects total costs.*

(g) *Gross Debt: the sum of the short and long-term loans, financing and debentures (net of transaction costs).*

## GROSS OPERATIONAL REVENUE (EXCLUDING CONSTRUCTION REVENUE)

The main gross operational revenue component, toll revenues, totaled R\$ 7,012,742,000 in 2021 (+1.6% over 2020) and corresponded to 58.7% of total gross revenue, excluding construction revenue. The variation in this revenue component is the result of an increase in traffic, which grew 13% compared with the previous year, as well as the contribution from ViaCosteira, which began charging tolls on May 2, 2021. Partially offsetting these effects, there was a 10.1% decrease in average tariffs, plus the termination of RodoNorte on November 27, 2021.

The other gross revenues line presented growth of 77.3% due mostly to (i) the re-balancing of ViaQuatro resulting in + R\$ 1,357,104,000 and (ii) higher remuneration for the Metrô Bahia financial asset, in function of the increase in IPCA in the period, with an impact of + R\$ 166,664,000.

## TOTAL COSTS AND EXPENDITURES AND OTHER REVENUES

There was an 11.1% increase over 2020, totaling R\$ 8,686,107,000 in 2021. The main reasons for this variation are indicated below:

- Depreciation and amortization expenses totaled R\$ 3,152,785,000 in 2021. The 30.2% growth was due mainly to the end of the RodoNorte concession contract and also due to the greater depreciation in ViaOeste, in function of the preliminary agreement signed with the state of São Paulo at the end of the second quarter of 2021.

These effects were partially offset by the NovaDutra, the contract of which has been extended with no further investments to be amortized.

- The third-party services line totaled R\$ 1,334,877,000 in 2021, a 6.8% reduction. This result occurred mainly due to the termination of the NovaDutra service provision contract; which was partially offset by the end of the RodoNorte concession. Expenses were incurred in the ViaCosteira, South Block, Central Block and Lines 8 and 9, amounting to R\$ 30,612,000 in 2021.
- The concession fee cost reached R\$ 107,270,000 in 2021. The 35.6% increase reflects the increase in variable permits, as a result of the increase in passengers transported at the BH and Curaçao airport, as well as the increase in toll revenue on AutoBA, ViaOeste, RodoAnel Oeste and SPVias due to improved passenger traffic.
- Personnel costs reached R\$ 1,711,675,000 in 2021, an increase of 17.9%. This increase was due mainly to the (i) transfer of what were previously third-parties to NovaDutra in function of the extension of the concession contract, and (ii) the increase in personnel costs in TAS, and additionally to the effect of the exchange variation in the period, due to the conversion of the investee's result, (iii) the salary increase for company employees in Brazil, (iv) in function of the profit share provision and the reversal occurred in the same period of the previous year,

(v) ViaCosteira, South Block, Central Block and Lines 8 and 9, together contributed with R\$ 27,342,000 in 2021.

- Construction costs reached R\$ 1,068,825,000, an increase of 13.1% over 2020. The variation was due predominantly to (i) the conclusion of the construction of four toll plazas on the ViaCosteira and the initial works on the restoration of paving and the revitalization of road signs, and also (ii) the increase in investment volume in ViaOeste and RodoAnel Oeste in accordance with the schedule agreed with the granting authority. These effects were partially offset by the reduction in investment volume in RodoNorte, due to the end of the concession contract.
- There was a negative variation in the maintenance provision of R\$ 5,427,000, compared with a credit of R\$ 55,051,000 the previous year. The variations occurred due to the schedules of the maintenance works, taking into account the costs to be provisioned, the balances already provisioned and the corresponding calculation of the present amount. The increase occurred mainly due to the provisions for the new cycle of paving maintenance in SPVias and AutoBAn, in function of the preliminary agreement signed with the granting authority.

- The costs were R\$ 1,026,569,000 in 2021 compared with R\$ 1,266,096,000 in 2020, an 18.9% reduction. This reduction was due to the non-recurring effect which occurred in MSVia in 2020, related to the recognition of R\$ 305,947,000 as the effect of the constitution of a provision for the impossibility of recovering the asset, in function of the repetition of the concession tender. In 2021, the monetary updating of the financial asset occurred in the amount of +R\$ 75,364,000, also in function of the repetition of the concession tender which is still underway.

## FINANCIAL INCOME

In 2021, the net financial result was negative in the amount of R\$ 1,762,760,000 compared with a negative result of R\$ 1,353,497,000 in 2020. The 30.2% increase principally reflects the 34.4% higher balance of the gross debt between the periods, due mostly to financing for the new businesses acquired during the course of the year, as well as the payment made to the granting authority as a result of the preliminary agreement signed in 2021. This was also due to the effect of the increase in the CDI and IPCA indexes between the periods compared of (1.69 p.p.) and (5.54 p.p.), respectively.

## NET PROFIT ATTRIBUTED TO CONTROLLING SHAREHOLDERS **GRI 102-7**

In 2021, the net profit attributed to the controlling shareholders reached R\$ 695,631,000, an increase of 264.1% compared with 2020.

## GROSS INDEBTEDNESS

In 2021, consolidated gross indebtedness reached R\$ 26,751,149,000, compared with R\$ 19,903,983,000 in 2020, an increase of 34.4%.

During 2021, the company contracted debts mainly, (i) in function of the obligations inherent to the new businesses acquired, such as the South and Central Block of Airports, CPTM lines 8 and 9, RioSP and Pampulha, in addition to (ii) the payment of the government of São Paulo related to the preliminary agreement with the granting authority.

Debts in dollars corresponded to 9.25% of total gross indebtedness, and as additional information, on December 31, 2021, the net exposure in dollars of the companies with revenues in reais was US\$ 19,472,000, related to equipment supplies for ViaQuatro and Metrô Bahia at the end of 2021.

In the same period, the pro forma gross debt was R\$ 28,373,417,000, including the non-controlled companies.



Credit: CCR Archive

### CASH INVESTMENT (INCLUDING FINANCIAL ASSETS AND MAINTENANCE)

#### GRI 103-1, 103-2, 103-3 and 203-1

In 2021, investments totaled R\$ 1,695,118,000. The concessions with the highest investments were Lines 8 and 9, ViaSul, ViaCosteira and RodoNorte, corresponding respectively to 25.7%, 20.1%, 14.4% and 12.3% of the total for the year.

On Lines 8 and 9 there were disbursements mainly in function of equipment purchases and advances to suppliers. On ViaSul, there were disbursements mainly due to paving works, the finalization of works, intersections, pedestrian walkways and improvements scheduled for the second year of the concession. Investments in ViaCosteira were focused on (i) initial concession works, mainly the implantation of 4 toll plazas, (ii) paving works, (iii) the acquisition of technology equipment and road signs, (iv) the finalization of the operational and service bases, (v) and also general conservation works. The RodoNorte investments focused on the duplication of multiple stretches of the BR-376 highway.

### ECONOMIC VALUE GENERATED AND DISTRIBUTED (R\$ THOUSANDS) GRI 201-1

VALUE ADDED	2020	2021
<b>Direct economic value generated</b>	9,796,916	12,089,686
Revenues	9,796,916	12,089,686
<b>Economic value distributed</b>	8,703,421	11,093,277
Operational costs	3,998,370	3,845,644
Salaries and benefits for employees	1,330,576	1,551,049
Payments to providers of capital	1,876,193	3,530,568
Payments to government	1,452,912	2,000,803
Distribution of profits and dividends	45,370	165,213
<b>Economic value retained</b>	<b>1,093,495</b>	<b>996,409</b>

**Notes:** Indicator reported partially. The detailed operational costs are available in the group financial statements at: <http://ri.ccr.com.br/divulgacao-e-resultados/central-de-resultados/>.

# ASSURANCE REPORT

GRI 102-56



KPMG Auditores Independentes Ltda.  
Rua Arquiteto Olavo Redig de Campos, 105, 6º andar - Torre A  
04711-904 - São Paulo/SP - Brasil  
Caixa Postal 79518 - CEP 04707-970 - São Paulo/SP - Brasil  
Telefone +55 (11) 3940-1500  
kpmg.com.br

## Limited assurance report issued by independent auditors

To the Board of Directors and Shareholders of  
**CCR S.A.**  
São Paulo - SP

### Introduction

We were engaged by CCR S.A. ("CCR" or "Company") to apply limited assurance procedures on the sustainability information disclosed in CCR's 2021 Integrated Report ("Report"), in the accompanying information to this report related to the period ended December 31, 2021.

### Responsibilities of CCR's Management

The Management of CCR is responsible for adequately preparing and presenting the sustainability information in the 2021 Integrated Report in accordance with both the Standards for Sustainability Report of Global Reporting Initiative – GRI, with Orientation CPC (Brazilian Accounting Pronouncements Committee) 09 - Integrated Report (which is correlated with the Basic Conceptual Framework of the Integrated Report prepared by the International Integrated Reporting Council - IIRC), and the internal controls determined necessary to ensure this information is free from material misstatement, resulting from fraud or error.

### Independent auditors' responsibility

Our responsibility is to express a conclusion about the information in the Report based on a limited assurance engagement conducted in accordance with Technical Communication (TC) 07/2012, which was prepared based on NBC TO 3000 (Assurance Engagements Other Than Audits and Reviews), both issued by the Brazilian Federal Accounting Council - CFC equivalent to international standard ISAE 3000, issued by the International Federation of Accountants and applicable to Non-Financial Historical Information. These standards require compliance with ethical requirements, including independence ones, and the engagement is also conducted to provide limited assurance that the information disclosed in the Report, taken as a whole, is free from material misstatement.

A limited assurance engagement conducted in accordance with NBC TO 3000 (ISAE 3000) consists mainly of questions and interviews with the Management of CCR and other professionals of the Company involved in the preparation of the information disclosed in the Report and use of analytical procedures to obtain evidence that enables us to reach a limited assurance conclusion about the sustainability information taken as a whole. A limited assurance engagement also requires additional procedures when the independent auditor acknowledges issues which may lead them to believe that the information disclosed in the Report taken as a whole could present material misstatement.

KPMG Auditores Independentes Ltda., uma sociedade simples brasileira, de responsabilidade limitada e filiação em: da organização global KPMG de firmas-membro independentes incorporadas 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



The selected procedures were based on our understanding of the issues related to the compilation, materiality and presentation of the information disclosed in the Report, on other engagement circumstances and also on our considerations regarding areas and processes associated with material sustainability information disclosed where relevant misstatement could exist. The procedures consisted of:

- a. engagement planning: considering the material aspects for CCR's activities, the relevance of the information disclosed, the amount of quantitative and qualitative information and the operational systems and internal controls that served as a basis for preparation of the information in the CCR's Report. This analysis defined the indicators to be checked in details;
- b. understanding and analysis of disclosed information related to material aspects management;
- c. analysis of preparation processes of the Report and its structure and content, based on the Principles of Content and Quality of the Standards for sustainability report of the Global Reporting Initiative - GRI (GRI - Standards) and with Orientation CPC (Brazilian Accounting Pronouncements Committee) 09 - Integrated Report (which is correlated with the Basic Conceptual Framework for Integrated Report, prepared by the The International Integrated Reporting Council (IIRC));
- d. evaluation of non-financial indicators selected:
  - understanding of the calculation methodology and procedures for the compilation of indicators through interviews with management responsible for data preparation;
  - application of analytical procedures regarding data and interviews for qualitative information and their correlation with indicators disclosed in the Report;
  - analysis of evidence supporting the disclosed information;
- e. analysis of whether the performance indicators omission and justification are reasonable to be accepted associated to aspects and topics defined as material in the materiality analysis of the Company.
- f. comparison of financial indicators with the financial statements and/or accounting records.

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

### Scope and limitations

The procedures applied to a limited assurance engagement are substantially less extensive than those applied to a reasonable assurance engagement. Therefore, we cannot provide reasonable assurance that we are aware of all the issues that would have been identified in a reasonable assurance engagement, which aims to issue an opinion. If we had conducted a reasonable assurance engagement, we may have identified other issues and possible misstatements within the information presented in the Report.

KPMG Auditores Independentes Ltda., uma sociedade simples brasileira, de responsabilidade limitada e filiação em: da organização global KPMG de firmas-membro independentes incorporadas 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



Nonfinancial data is subject to more inherent limitations than financial data, due to the nature and diversity of the methods used to determine, calculate or estimate these data. Qualitative interpretation of the data's materiality, relevance and accuracy are subject to individual assumptions and judgments. Additionally, we have not examined data related to prior periods, to evaluate the adequacy of policies, practices and sustainability performance, nor future projections.

### Conclusion

Based on the procedures performed, described in this report, we have not identified any relevant information that leads us to believe that the information in CCR's 2021 Integrated Report is not fairly stated in all material aspects in accordance with the Standards for Sustainability Report of Global Reporting Initiative - GRI (GRI - Standards) with Orientation CPC (Brazilian Accounting Pronouncements Committee) 09 – Integrated Report (which is correlated with the Basic Conceptual Framework for Integrated Report prepared by the International Integrated Reporting Council – IIRC), and with the records and files that served as the basis for its preparation.

São Paulo, February 24<sup>th</sup>, 2022

KPMG Auditores Independentes  
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 filiação em: da organização global KPMG de firmas-membro independentes incorporadas 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



# 1 GRI AND SASB INDICATORS



Credit: CCR Archive

## GRI AND SASB INDICATORS ATTACHMENT

### GOVERNANCE

## COMMUNICATION AND TRAINING ABOUT ANTI-CORRUPTION POLICIES AND PROCEDURES GRI 205-2

CATEGORIES	CCR GROUP		HIGHWAYS		AIRPORTS		MOBILITY		SERVICES/ CORPORATE		
	COMMUNICATIONS	NO.	%	NO.	%	NO.	%	NO.	%	NO.	%
<b>Region</b>											
Midwest	602	79.3%	602	79.3%	0	0.0%	0	0.0%	0	0.0%	0.0%
Northeast	1,224	89.9%	0	0.0%	0	0.0%	1,224	89.9%	0	0.0%	0.0%
Southeast	7,818	69.0%	3,985	90.7%	102	48.3%	2,817	50.3%	914	81.0%	81.0%
South	759	71.6%	759	71.6%	0	0.0%	0	0.0%	0	0.0%	0.0%
<b>Functional Category</b>											
Director level	59	84.3%	7	100.0%	1	50.0%	6	100.0%	45	81.8%	81.8%
Managers	169	89.4%	29	87.9%	23	82.1%	47	90.4%	70	92.1%	92.1%
Coordinators	195	91.5%	74	97.4%	21	70.0%	59	93.7%	41	93.2%	93.2%
Supervisors	355	71.9%	132	95.0%	7	17.5%	190	66.4%	26	89.7%	89.7%
Administrative	505	82.1%	80	93.0%	33	50.0%	158	77.5%	234	90.3%	90.3%
Operational	8,892	71.0%	4,896	85.9%	17	37.8%	3,523	57.2%	456	74.8%	74.8%
Apprentices	172	50.6%	126	74.1%	0	0.0%	38	23.8%	8	80.0%	80.0%
Interns	56	73.7%	2	100.0%	0	0.0%	20	69.0%	34	75.6%	75.6%
<b>TOTAL</b>	<b>10,403</b>	<b>71.7%</b>	<b>5,346</b>	<b>86.0%</b>	<b>102</b>	<b>48.3%</b>	<b>4,041</b>	<b>58.1%</b>	<b>914</b>	<b>81.0%</b>	<b>81.0%</b>
<b>TRAINING</b>											
<b>Region</b>											
Midwest	400	52.7%	400	52.7%	0	0.0%	0	0.0%	0	0.0%	0.0%
Northeast	1,192	87.6%	0	0.0%	0	0.0%	1,192	87.6%	0	0.0%	0.0%
Southeast	8,380	72.0%	3,354	76.3%	130	24.9%	3,985	71.2%	911	80.8%	80.8%
South	488	46.0%	488	46.0%	0	0.0%	0	0.0%	0	0.0%	0.0%
<b>Functional Category</b>											
Director level	55	75.3%	6	85.7%	2	40.0%	5	83.3%	42	76.4%	76.4%
Managers	160	80.8%	29	87.9%	27	73.0%	36	69.2%	68	89.5%	89.5%
Coordinators	188	82.1%	72	94.7%	26	56.5%	48	76.2%	42	95.5%	95.5%
Supervisors	392	78.7%	130	93.5%	15	34.1%	221	77.3%	26	89.7%	89.7%
Administrative	498	72.1%	83	96.5%	41	28.9%	134	65.7%	240	92.7%	92.7%
Operational	8,951	70.4%	3,813	66.9%	19	7.9%	4,672	75.8%	447	73.3%	73.3%
Apprentices	154	44.1%	107	62.9%	0	0.0%	39	24.4%	8	80.0%	80.0%
Interns	62	81.6%	2	100.0%	0	0.0%	22	75.9%	38	84.4%	84.4%
<b>TOTAL</b>	<b>10,460</b>	<b>70.6%</b>	<b>4,242</b>	<b>68.3%</b>	<b>130</b>	<b>24.9%</b>	<b>5,177</b>	<b>74.4%</b>	<b>911</b>	<b>80.8%</b>	<b>80.8%</b>

**Notes:** \*The BH Airport was not included because it does not follow the CCR Group Compliance Program. VLT Carioca, ViaRio, ViaQuatro and ViaMobilidade L 5 and 17 and L 8 and 9 joined the program in November 2021. There was a significant increase in the total number of CCR Group employees in 2021 due to the new units. However new online compliance training was not implemented, and this factor was not linked with targets, which reduced employee engagement.

## MEMBERSHIP OF ASSOCIATIONS GRI 102-13

CCR GROUP	HIGHWAYS	MOBILITY	AIRPORTS
<ul style="list-style-type: none"> <li>Associação Brasileira das Companhias Abertas (Abrasca - Brazilian Association of Publicly Traded Companies).</li> <li>American Chamber of Commerce for Brazil (Amcham Brasil).</li> <li>União Internacional de Transporte Público (UITP - National Public Transport Association).</li> <li>Associação Brasileira da Infraestrutura e Indústrias de Base (Abdib - Brazilian Infrastructure and Basic Industries Association).</li> <li>Associação Brasileira de Comunicação Empresarial (Aberje - Brazilian Business Communication Association).</li> <li>Regional Administration, Engineering, Agronomy, Medicine, Nursing and Pharmacy councils, according to the technical qualifications of employees.</li> <li>Global Compact (UN).</li> <li>Associação Brasileira das Empresas de Serviços de Telecomunicações Competitivas (Telcomp - Brazilian Competitive Telecommunications Companies Association) – through Samm.</li> <li>Associação Brasileira de Concessionárias de Rodovias (ABCR - Brazilian Highway Concessionaires Association).</li> </ul>	<ul style="list-style-type: none"> <li>Associação Comercial do Rio de Janeiro (ACRJ - Rio de Janeiro Commercial Association) – through CCR ViaLagos.</li> <li>Associação Mata Ciliar – through CCR AutoBAN (Riparian Vegetation Association) .</li> <li>Federação das Indústrias do Rio de Janeiro (Firjan - Rio de Janeiro Federation of Industries) – through CCR NovaDutra.</li> <li>Crea-SP (São Paulo Regional Engineering and Agronomy Council).</li> </ul>	<ul style="list-style-type: none"> <li>Associação Latino-Americana de Metrô e Subterrâneos (Alamys - Latin American Metro and Underground Association) – through ViaQuatro.</li> <li>Associação Nacional dos Transportadores de Passageiros sobre Trilhos (ANP Trilhos - National Passenger Rail Transportation Association).</li> <li>Crea-RJ (Rio de Janeiro Regional Engineering and Agronomy Council).</li> <li>Firjan.</li> </ul>	<ul style="list-style-type: none"> <li>Associação Comercial e Empresarial de Minas (ACMinas - Minas Commercial and Business Association).</li> <li>Airport Council International (ACI).</li> <li>Associação Nacional das Empresas Administradoras de Aeroportos (Aneaa - National Airport Administration Companies Association).</li> <li>Associação dos Desenvolvedores do setor Norte (AV Norte - Northern Sector Developers' Association).</li> </ul>

# PEOPLE

## NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER ON DECEMBER 31, 2021 GRI 401-1 SASB SV-PS-330a.2

CATEGORIES	CCR GROUP					HIGHWAYS					MOBILITY					AIRPORTS					SERVICES/ CORPORATE					
	EMPLOYEES DECEMBER 31, 2020	HIRED	TERMINATED	TURNOVER ON DECEMBER 31, 2021		EMPLOYEES DECEMBER 31, 2020	HIRED	TERMINATED	TURNOVER ON DECEMBER 31, 2021		EMPLOYEES DECEMBER 31, 2020	HIRED	TERMINATED	TURNOVER ON DECEMBER 31, 2021		EMPLOYEES DECEMBER 31, 2020	HIRED NO.	TERMINATED	TURNOVER ON DECEMBER 31, 2021		EMPLOYEES DECEMBER 31, 2020	HIRED	TERMINATED	TURNOVER ON DECEMBER 31, 2021		
				NO.	RATE				NO.	RATE				NO.	RATE				NO.	RATE				NO.	RATE	
<b>Gender</b>																										
Women	4,870	1,880	1,100	5,650	19.5%	3,348	1,235	895	3,688	24.3%	919	478	127	1,270	10.0%	86	33	24	95	25.3%	517	134	54	597	9.0%	
Men	8,189	3,326	1,344	10,171	13.2%	3,886	843	807	3,922	20.6%	3,616	2,300	432	5,484	7.9%	238	50	46	242	19.0%	449	133	59	523	11.3%	
<b>Functional category</b>																										
Director level	36	4	4	36	11.1%	10	0	0	10	0.0%	12	0	2	10	20.0%	4	3	1	6	16.7%	11	1	1	11	9.1%	
Managers	243	34	38	239	15.9%	57	0	5	52	9.6%	71	17	16	72	22.2%	18	3	6	15	40.0%	96	14	11	99	11.1%	
Coordinators	212	11	16	207	7.7%	90	3	4	89	4.5%	59	1	2	58	3.4%	17	6	5	18	27.8%	46	1	5	42	11.9%	
Supervisors	447	40	38	449	8.5%	195	4	25	174	14.4%	214	23	12	225	5.3%	4	13	1	16	6.3%	33	0	0	33	0.0%	
Administrative	771	314	129	956	13.5%	166	30	25	171	14.6%	167	100	36	231	15.6%	71	29	21	79	26.6%	367	155	47	475	9.9%	
Operational	11,350	4,803	2,219	13,934	15.9%	6,716	2,041	1,643	7,114	23.1%	4,012	2,637	491	6,158	8.0%	210	29	36	203	17.7%	413	96	49	460	10.7%	
<b>Age group</b>																										
Under 30	3,283	2,087	1,047	4,323	24.2%	2,051	1,039	821	2,269	36.2%	968	944	181	1,731	10.5%	34	11	9	36	25.0%	225	93	36	282	12.8%	
Between 30 and 50	8,294	2,908	1,237	9,965	12.4%	4,282	956	783	4,455	17.6%	3,129	1,726	346	4,509	7.7%	248	65	49	264	18.6%	101	161	59	203	29.1%	
Over 50	1,482	211	160	1,533	10.4%	901	83	98	886	11.1%	438	108	32	514	6.2%	42	7	12	37	32.4%	640	13	18	635	2.8%	
<b>Region</b>																										
Midwest	724	182	186	720	25.8%	724	182	186	720	25.8%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	
Northeast	1,272	163	122	1,313	9.3%	0	0	0	0	0.0%	1,272	163	122	1,313	9.3%	0	0	0	0	0.0%	0	0	0	0	0.0%	
Southeast	9,666	4,039	1,545	12,160	12.7%	5,113	1,074	925	5,262	17.6%	3,263	2,615	437	5,441	8.0%	324	83	70	337	20.8%	966	267	113	1,120	10.1%	
South	1,397	822	591	1,628	36.3%	1,397	822	591	1,628	36.3%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	

**Note:** Does not include governance bodies, apprentices and interns. The new hires rate is not applicable because the CCR Group manages this information by the turnover rate.

### PERCENTAGE OF TOTAL EMPLOYEES COVERED BY COLLECTIVE BARGAINING AGREEMENTS (2021) GRI 102-41

DIVISIONS AND UNITS	2021
CCR Rodovias (CCR ViaLagos, CCR RodoNorte, CCR AutoBAn, CCR NovaDutra, CCR ViaOeste, CCR RodoAnel, CCR SPVias, CCR MSVia, CCR ViaSul and CCR ViaCosteira)	97.2%
CCR Mobilidade (ViaQuatro, CCR ViaMobilidade, L 8 and 9, CCR Metrô Bahia, CCR Barcas, VLT Carioca, Five Trilhos)	97.3%
CCR Aeroportos (BH Airport, Central and South Blocks)	98.3%
Services/Corporate (Holding, CCR GBS and Quicko)	95.2%
CCR Group	97.1%

**Note:** The apprentice and intern functional categories are not covered by collective agreements. Therefore, 100% of employees are considered to be covered.

### ANNUAL TOTAL COMPENSATION RATIO GRI 102-38

CATEGORY	2019	2020	2021
A. Total annual base salary of the highest-paid individual (R\$)	1,714,705.20	1,560,000.00	1,560,000.00
B. Average total annual base salary of other employees (R\$)	35,535.16	37,715.25	39,660.16
Ratio – times (A/B)	48	41	39

### NUMBER AND PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS IN 2021 GRI 404-3

CATEGORIES	CCR GROUP		HIGHWAYS		MOBILITY		AIRPORTS		SERVICES CORPORATE			
	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021		
	NO.	%	NO.	%	NO.	%	NO.	%	NO.	%		
<b>GENDER</b>												
Men	5,362	70.6%	472	5.0%	132	4.4%	99	1.8%	13	3.5%	228	43.7%
Women	3,415	73.1%	325	6.1%	59	1.9%	54	4.0%	6	3.8%	206	33.2%
<b>FUNCTIONAL CATEGORY</b>												
Director level	0	0.0%	54	74.0%	7	100.0%	5	83.30	1	20.0%	41	74.5%
Managers	0	0.0%	141	70.9%	32	97.0%	38	73.1%	2	5.4%	69	89.6%
Coordinators	0	0.0%	159	69.4%	69	90.8%	45	71.4%	4	8.7%	41	93.2%
Supervisors	292	84.0%	31	6.2%	13	9.4%	4	1.4%	0	0.0%	14	48.3%
Administrative	25	3.0%	277	40.1%	60	69.8%	44	21.6%	7	4.9%	166	64.1%
Operational	8,460	78.0%	135	1.1%	10	0.2%	17	0.3%	5	2.1%	103	16.9%

**Note:** Apprentices and interns did not receive performance reviews.

## DIVERSITY IN GOVERNANCE BODIES AND EMPLOYEES (%) GRI 405-1 and SASB SV-PS-330a.1

FUNCTIONAL CATEGORY	CCR GROUP					HIGHWAYS					MOBILITY					AIRPORTS					SERVICES/ CORPORATE					
	GENDER		AGE GROUP			GENDER		AGE GROUP			GENDER		AGE GROUP			GENDER		AGE GROUP			GENDER		AGE GROUP			
	MEN	WOMEN	UNDER 30 YEARS	BETWEEN 30 AND 50 YEARS	OVER 50 YEARS	MEN	WOMEN	UNDER 30 YEARS	BETWEEN 30 AND 50 YEARS	OVER 50 YEARS	MEN	WOMEN	UNDER 30 YEARS	BETWEEN 30 AND 50 YEARS	OVER 50 YEARS	MEN	WOMEN	UNDER 30 YEARS	BETWEEN 30 AND 50 YEARS	OVER 50 YEARS	MEN	WOMEN	UNDER 30 YEARS	BETWEEN 30 AND 50 YEARS	OVER 50 YEARS	
<b>NUMBER</b>																										
<b>Governance bodies</b>	14	3	0	4	13	0	0	0	0	0	0	0	0	0	2	1	0	2	1	12	2	0	2	12		
<b>Director level</b>	56	17	0	45	28	5	2	0	4	3	5	1	0	3	3	5	0	0	4	1	41	14	0	34	21	
<b>Managers</b>	139	59	3	161	34	25	8	0	28	5	40	12	1	39	12	31	6	0	30	7	43	33	2	64	10	
<b>Coordinators</b>	155	74	8	202	19	56	20	3	65	8	40	23	2	53	8	34	12	2	41	3	25	19	1	43	0	
<b>Supervisors</b>	386	112	65	375	58	116	23	15	103	21	232	54	46	212	28	31	13	2	38	4	7	22	2	22	5	
<b>Administrative</b>	368	323	180	467	44	50	36	26	54	6	127	77	55	133	16	74	68	40	95	7	117	142	59	185	15	
<b>Operational</b>	8,221	4,491	4,344	7,387	981	2,715	2,987	2,116	3,080	506	5,069	1,091	1,950	3,789	421	186	54	43	175	22	251	359	235	343	32	
<b>Apprentices</b>	137	212	349	0	0	63	107	170	0	0	64	96	160	0	0	5	4	9	0	0	5	5	10	0	0	
<b>Interns</b>	38	38	74	2	0	1	1	2	0	0	16	13	28	1	0	0	0	0	0	0	21	24	44	1	0	
<b>PERCENTAGE</b>																										
<b>Governance bodies</b>	82%	18%	0%	24%	76%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	67%	33%	0%	67%	33%	86%	14%	0%	14%	86%	
<b>Director level</b>	77%	23%	0%	62%	38%	71%	29%	0%	57%	43%	83%	17%	0%	50%	50%	100%	0%	0%	80%	20%	75%	25%	0%	62%	38%	
<b>Managers</b>	70%	30%	2%	81%	17%	76%	24%	0%	85%	15%	77%	23%	2%	75%	23%	84%	16%	0%	81%	19%	57%	43%	3%	84%	13%	
<b>Coordinators</b>	68%	32%	4%	88%	8%	74%	26%	4%	85%	11%	63%	37%	3%	84%	13%	74%	26%	4%	89%	7%	57%	43%	2%	98%	0%	
<b>Supervisors</b>	78%	22%	13%	75%	12%	83%	17%	11%	74%	15%	81%	19%	16%	74%	10%	70%	30%	5%	86%	9%	24%	76%	7%	76%	17%	
<b>Administrative</b>	53%	47%	26%	68%	6%	58%	42%	30%	63%	7%	62%	38%	27%	65%	8%	52%	48%	28%	67%	5%	45%	55%	23%	71%	6%	
<b>Operational</b>	65%	35%	34%	58%	8%	48%	52%	37%	54%	9%	82%	18%	32%	61%	7%	77%	23%	18%	73%	9%	41%	59%	39%	56%	5%	
<b>Apprentices</b>	39%	61%	100%	0%	0%	37%	63%	100%	0%	0%	40%	60%	100%	0%	0%	56%	44%	100%	0%	0%	50%	50%	100%	0%	0%	
<b>Interns</b>	50%	50%	97%	3%	0%	50%	50%	100%	0%	0%	55%	45%	97%	3%	0%	0%	0%	0%	0%	0%	47%	53%	98%	2%	0%	

**Note:** Information on racial diversity will be available in the coming years after the consolidation of the data from the Diversity Census held in 2021.

## HEALTH AND SAFETY

WORK-RELATED INJURIES GRI 403-9 and SASB IF-EN-320a.1	CCR GROUP			HIGHWAYS			MOBILITY			AIRPORTS			SERVICES/ CORPORATE		
	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021
<b>EMPLOYEES</b>															
<b>Rate</b>															
Frequency Rate (FR) <sup>1</sup>	10.55	10.55	6.89	11.38	12.45	8.57	10.32	9.55	6.38	19.51	0.00	6.11	0.00	1.07	0.47
<b>Number of work-related injuries</b>															
with serious consequences (except fatalities) <sup>2</sup>	10	5	17	6	5	5	4	0	2	0	0	10	0	0	0
mandatory communication	196	186	167	112	119	100	76	66	57	8	0	10	0	1	1
<b>THIRD-PARTIES</b>															
<b>Rate</b>															
Frequency Rate (FR)	4.56	0.07	3.25	0.95	0.05	11.96	1.11	0.42	0.09	19.66	0.00	12.53	0.00	0.00	N/A
<b>Number of work-related injuries</b>															
with serious consequences (except fatalities)	9	0	0	0	0	0	0	0	0	9	0	0	0	0	0
mandatory communication	6	0	49	3	0	47	1	0	1	2	0	1	0	0	0

**Notes:** Number of hours worked in the CCR Group in 2021: 26,856,346. | <sup>1</sup> Frequency Rate (FR) = Number of accidents (total) x 1,000,000 / Number of hours worked. | <sup>2</sup> With serious consequences (except fatalities): Considers accidents with time off of over 15 days. In 2021 there were no accidents with permanent sequels or injuries or sick leave of over 6 months (180 days). N/A - There were no third-parties in corporate services. The CCR Group does not disclose types of accidents.

## ENVIRONMENT

### ENERGY CONSUMPTION INSIDE THE ORGANIZATION (GJ)

#### GRI 302-1 and SASB TR-RO-110a.3

SOURCES OF CONSUMPTION	CCR GROUP			HIGHWAYS			MOBILITY			AIRPORTS			SERVICES/ CORPORATE		
	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021
Acetylene	72.3	54.0	35.66	0.5	5.2	0.65	71.7	48.8	35.01	0.0	0.0	0.0	0.0	0.0	0.0
Diesel	576,516.2	413,259.6	414,128.65	224,347.3	216,930.4	235,510.9	347,045.3	192,205.6	172,358.1	4,715.3	3,674.9	5,867.1	408.3	448.6	392.4
Electricity – Consumption	1,252,994.4	1,120,429.5	1,124,934.7	149,181.2	161,047.9	173,651.0	1,013,980.0	896,941.4	884,741.5	85,615.2	58,996.0	62,999.8	4,218.1	3,444.2	3,542.3
Ethanol	34,209.5	30,806.4	23,183.67	30,973.3	28,785.8	21,550.7	1,361.1	1,310.2	1,179.6	86.6	22.5	11.8	1,788.6	687.9	441.4
Gasoline	31,156.2	27,551.4	45,116.0	25,714.7	23,134.7	39,711.0	2,974.3	2,592.9	3,490.0	916.4	630.7	609.7	1,550.8	1,193.1	1,305.2
LPG	1,907.7	1,639.5	10,023.8	694.3	954.3	7,936.6	829.4	399.5	1,574.5	383.0	285.7	512.7	1.0	0.0	0.0
CNG	1,684.8	767.0	787.3	1,684.8	767.0	787.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Propane	14.9	13.7	34.1	0.0	0.0	0.0	14.9	13.7	34.1	0.0	0.0	0.0	0.0	0.0	0.0
Kerosene	8.9	9.3	7.9	1.9	1.7	3.3	7.0	7.7	4.6	0.0	0.0	0.0	0.0	0.0	0.0
<b>OVERALL TOTAL</b>	<b>1,898,564.9</b>	<b>1,594,530.3</b>	<b>1,618,252.1</b>	<b>432,598.1</b>	<b>431,626.9</b>	<b>479,151.76</b>	<b>1,366,283.6</b>	<b>1,093,519.7</b>	<b>1,063,417.8</b>	<b>91,716.4</b>	<b>63,609.8</b>	<b>70,001.1</b>	<b>7,966.8</b>	<b>5,773.9</b>	<b>5,681.4</b>

## TOTAL SCOPE 1, 2 AND 3 GHG EMISSIONS (TCO2E) GRI 305-1, 305-2, GRI 305-3 and SASB TR-RO-110a.1

GHG EMISSIONS	CCR GROUP			HIGHWAYS			MOBILITY			AIRPORTS			SERVICES/ CORPORATE		
	Fossil Sources	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020
<b>Scope 1</b>	<b>56,139.4</b>	<b>61,980.3</b>	<b>61,863.2</b>	<b>23,169.5</b>	<b>40,308.2</b>	<b>39,950.1</b>	<b>31,767.1</b>	<b>20,721.9</b>	<b>20,843.6</b>	<b>1,086.1</b>	<b>1,461.8</b>	<b>1,090.7</b>	<b>116.7</b>	<b>99.3</b>	<b>100.5</b>
Stationary combustion	712.1	725.6	1,261.9	485.8	534.8	897.9	130.8	92.1	161.4	92.8	96.2	201.42	2.7	2.5	1.2
Mobile combustion	47,085.6	32,362.0	32,988.6	16,232.5	15,274.6	1,577.1	30,435.9	16,789.8	15,054.4	303.1	202.2	257.72	114.0	95.4	99.4
Agricultural emissions	2.1	0.0	0.2	1.6	0.0	0.2	0.2	0.0	0.0	0.3	0.0	0	0.0	0.0	0.0
Fugitive emissions	1,795.9	4,940.6	7,715.2	420.3	1,097.8	1,956.6	1,157.5	2,897.0	5,433.0	218.1	944.3	325.61	0.0	1.4	0.0
Change in land use	5,766.3	23,385.9	19,273.3	5,766.3	23,132.5	19,273.3	0.0	253.3	0.0	0.0	0.0	0	0.0	0.0	0.0
Solid waste and liquid effluents	777.5	566.2	623.9	263.0	268.4	245.0	42.7	78.7	72.9	471.9	219.1	305.91	0.0	0.0	0.0
<b>Scope 2 - Acquisition of electrical energy</b>	<b>26,135.0</b>	<b>19,500.8</b>	<b>26,628.5</b>	<b>3,088.9</b>	<b>2,754.4</b>	<b>4,125.1</b>	<b>21,206.2</b>	<b>15,589.5</b>	<b>20,913.9</b>	<b>1,752.3</b>	<b>1,094.1</b>	<b>1,504.6</b>	<b>87.6</b>	<b>62.8</b>	<b>84.8</b>
<b>Scope 3</b>	<b>685,766.6</b>	<b>254,861.3</b>	<b>486,358.6</b>	<b>56,124.0</b>	<b>35,065.8</b>	<b>123,572.4</b>	<b>8,212.2</b>	<b>4,393.0</b>	<b>2,948.2</b>	<b>620,649.7</b>	<b>215,160.5</b>	<b>359,552.3</b>	<b>780.8</b>	<b>242.0</b>	<b>285.7</b>
Activities related to fuels and energy not included in scopes 1 and 2	20,275.7	12,372.5	9,692.6	14,087.6	8,892.9	7,432.2	5,992.7	3,352.2	2,155.1	106.8	78.9	71.9	88.7	48.6	33.3
Leased goods	392.6	259.9	399.6	0.0	0.0	0.0	20.6	15.7	22.3	372.0	244.2	377.3	0.0	0.0	0.0
Purchased goods and services	38,257.8	19,145.1	109,142.1	36,943.1	18,151.2	108,305.7	274.9	44.4	91.6	1,039.7	932.9	744.7	0.0	16.6	0.0
Employee travel	1,549.2	1,489.9	1,399.3	1,549.2	1,489.9	1,399.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Scope 3 emissions not classifiable in categories 1 to 15	618,081.0	213,487.1	357,874.7	0.0	0.0	0.0	0.0	0.0	0.0	618,081.0	213,487.1	357,874.7	0.0	0.0	0.0
Waste generated in the operations	5,072.4	7,010.9	5,392.1	3,044.4	5,897.8	4,341.9	1,144.8	721.2	606.0	874.4	385.9	438.0	8.8	6.1	6.2
Upstream transportation and distribution	903.5	792.3	2,093.9	353.2	577.2	2,029.1	533.6	207.6	55.4	16.6	7.6	9.4	0.0	0.0	0.0
Business travel	1,234.5	303.7	364.2	146.5	56.9	64.0	245.5	51.9	17.6	159.2	24.1	36.4	683.3	170.8	246.2

(CONT'D)

GHG EMISSIONS	CCR GROUP			HIGHWAYS			MOBILITY			AIRPORTS			SERVICES/ CORPORATE		
	Renewable Sources	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020
<b>Scope 1</b>	<b>4,462.2</b>	<b>4,359.0</b>	<b>4,185.6</b>	<b>4,070.9</b>	<b>4,055.1</b>	<b>3,888.8</b>	<b>191.7</b>	<b>197.0</b>	<b>191.3</b>	<b>53.0</b>	<b>39.7</b>	<b>54.1</b>	<b>146.5</b>	<b>67.2</b>	<b>51.3</b>
Stationary combustion	72.3	82.4	82.3	53.8	62.6	52.9	7.9	8.2	7.0	10.3	11.3	22.2	0.3	0.3	0.1
Mobile combustion	4,389.9	4,276.6	4,103.3	4,017.1	3,992.5	3,835.9	183.8	188.8	184.3	42.7	28.4	31.9	146.2	66.9	51.2
<b>Scope 3</b>	<b>6,845.4</b>	<b>3,716.2</b>	<b>2,214.5</b>	<b>2,034.2</b>	<b>2,338.2</b>	<b>2,012.2</b>	<b>4,699.0</b>	<b>1,269.0</b>	<b>154.8</b>	<b>111.9</b>	<b>108.9</b>	<b>47.6</b>	<b>0.4</b>	<b>0.2</b>	<b>0.0</b>
Purchased goods and services	1,870.2	2,051.1	1,786.5	1,760.1	1,943.1	1,738.8	0.0	0.0	0.0	110.1	108.0	47.6	0.0	0.0	0.0
Employee travel	168.6	283.0	202.3	168.6	283.0	202.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Waste generated in the operations	4,728.7	1,319.4	225.7	70.6	63.3	71.1	4,657.7	1,256.0	154.8	0.0	0.0	0.0	0.4	0.2	0.0
Upstream transportation and distribution	77.9	62.8	0.0	34.9	48.9	0.0	41.3	13.0	0.0	1.8	0.9	0.0	0.0	0.0	0.0

**Notes:** The detailed GHG emissions inventory is prepared in accordance with the Brazilian GHG Protocol Program and may be found in the Brazilian public emissions registry at <https://www.registropublicodeemissoes.com.br/participantes>. The emissions data will be assured for the 2021 GHG Emissions Inventory scheduled for publication in May 2022, it may therefore be subject to alterations. The consolidation approach is based on operational control. The emission factor used to calculate electrical energy emissions is from Brazil's integrated national system, SIN. It includes the gases CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFC, PFC, SF<sub>6</sub> and NF<sub>3</sub>, reported in CO<sub>2</sub> equivalent in accordance with the guidelines of the Brazilian GHG Protocol Program. Reporting of biogenic emissions was initiated in 2020. The VLT Carioca was considered for scopes 1 and 2 in 2021. Via Costeira was considered in 2021.

## INTERACTIONS WITH WATER AS A SHARED RESOURCE AND MANAGEMENT OF WATER-RELATED DISCHARGE IMPACTS GRI 303-1 and GRI 303-2

DIVISION	CONCESSIONAIRE	WATER WITHDRAWAL SOURCES			DISCHARGE OF EFFLUENTS
		ARTESIAN WELLS	PUBLIC UTILITY NETWORK	TANKS, TANKER TRUCKS, ETC	
CCR Rodovias	CCR AutoBAn	2	14	-	The effluent generated is contained in septic tanks managed by companies specialized in treatment and discharge.
	CCR MSVias	-	27	-	Treated via tank systems, anaerobic filters and sinkholes and/or infiltration trenches in the ground, based on the ABNT NBR 7229/93 and NBR 13969:1997 standards.
	CCR NovaDutra	15	-	-	Treated via tank systems and/or infiltration trenches in the ground.
	CCR RodoAnel	13	1	-	The effluent generated is contained in septic tanks managed by companies specialized in treatment and discharge.
	CCR SPVias	2	2	-	The effluent generated is contained in septic tanks managed by companies specialized in treatment and discharge.
	CCR ViaCosteira	Structures are under implantation and the withdrawal sources are under analysis.			Tank systems, anaerobic filters and sinkholes and/or infiltration trenches in the ground.
	CCR ViaLagos	2	1	1	Drainage and sewage networks (with outlets via tank system, filter and sinkhole).
	CCR ViaOeste	10	11	-	The effluent generated is contained in septic tanks managed by companies specialized in treatment and discharge.
	CCR ViaSul	17	-	-	Tank systems, anaerobic filters and sinkholes and/or infiltration trenches in the ground.
CCR Mobilidade	CCR Barcas	-	7	-	Public network with outlet via tank system, filter and sinkhole.
	ViaQuatro	27	-	-	Treated via tank systems, anaerobic filters and sinkholes and/or infiltration trenches in the ground, based on the ABNT NBR 7229/93 and NBR 13969:1997 standards.
	ViaMobilidade	27	-	-	
	VLT Carioca	1	-	-	Treated via public sewage network.
	CCR Metrô Bahia	-	1	-	N/A
CCR Airports	BH Airport	-	1	-	N/A

### TOTAL WATER WITHDRAWAL (MEGALITERS) GRI 303-3

WITHDRAWAL SOURCES	CCR GROUP			HIGHWAYS			MOBILITY			AIRPORTS			SERVICES/ CORPORATE		
	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021
Public water utility	445.72	329.68	330.94	38.41	38.66	43.43	238.67	193.48	186.22	165.67	96.31	100.94	2.96	1.22	0.35
Public water utility	86.51	48.19	57.53	0.00	0.00	0.00	0.00	0.00	0.00	86.51	48.19	57.53	0.00	0.00	0.00
Transferred from public water utility	4.43	2.38	2.89	0.00	0.00	0.00	4.43	2.38	2.89	0.00	0.00	0.00	0.00	0.00	0.00
Harvested rainwater	0.66	1.37	1.04	0.34	0.36	0.30	0.32	0.00	0.06	0.00	1.01	0.68	0.00	0.00	0.00
Reused water	10.67	5.60	3.94	0.55	0.50	0.38	10.12	4.78	2.22	0.00	0.32	1.34	0.00	0.00	0.00
Ground water	170.29	176.95	157.46	116.17	119.94	110.34	54.12	57.00	47.12	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>718.27</b>	<b>564.16</b>	<b>553.79</b>	<b>155.47</b>	<b>159.47</b>	<b>154.46</b>	<b>307.66</b>	<b>257.65</b>	<b>235.12</b>	<b>252.18</b>	<b>145.82</b>	<b>160.48</b>	<b>2.96</b>	<b>1.22</b>	<b>0.35</b>

### WASTE GENERATED (TONS) GRI 306-3

SOURCES	HIGHWAYS			MOBILITY			AIRPORTS			SERVICES/ CORPORATE		
	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021
Rubber	714.3	833.2	618.5	3.7	37.3	7.9	4.9	0.0	0.0	0.0	0.0	0.0
Electric-electronics	4.6	41.7	22.7	1.3	4.8	8.3	0.7	0.5	0.7	0.0	0.0	0.01
Rubble	12,063.8	7,733.2	13,035.0	399.9	565.1	1,432.4	72.9	44.3	51.1	0.0	0.0	0.0
Fats and oils	61.0	18.7	52.7	178.5	55.7	78.8	51.5	38.0	56.1	0.0	0.0	0.0
Wastewater treatment sludge	0.0	20.0	18.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Others	0.0	0.0	0.0	209.3	109.9	302.5	0.0	0.0	0.0	0.0	0.0	0.0
Batteries and lamps	7.5	7.2	17.7	4.3	2.6	2.5	0.8	0.3	0.6	0.0	0.0	0.0
Chemical and contaminated products	24.6	34.9	28.0	121.8	89.5	87.9	3.6	8.1	0.0	0.0	0.0	0.0
Recyclable materials (paper, plastic, glass and metal)	1,249.5	3,332.1	4,878.4	448.0	191.3	230.5	350.1	97.4	140.4	4.8	1.6	0.0
Healthcare waste	2.2	2.7	3.1	4.9	90.0	0.2	2.3	1.8	2.4	0.0	0.0	0.0
Organic waste	5,467.7	9,446.0	7,152.2	68,825.4	18,822.5	2,613.8	1,608.3	709.0	790.4	7.7	2.8	0.0
Uniforms/PPE	1.4	2.8	0.7	0.3	0.5	3.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>TOTAL</b>	<b>19,596.4</b>	<b>21,472.3</b>	<b>25,827.9</b>	<b>70,197.2</b>	<b>19,969.3</b>	<b>4,767.8</b>	<b>2,095.1</b>	<b>899.4</b>	<b>1,041.6</b>	<b>12.4</b>	<b>4.4</b>	<b>0.01</b>

# GRI INDEX

## GRI 102-55

### GENERAL DISCLOSURES

#### STRATEGY AND ANALYSIS

102-14 - Statement from senior decision-maker | Pages 3 to 5.

#### ORGANIZATIONAL PROFILE

102-1 - Name of organization	CCR Group - Holding CCR S.A. Page 6.
102-2 - Activities, brands, products and services	Pages 14 and 15.
102-3 - Location of headquarters	São Paulo, SP. Page 6.
102-4 - Location of operations	Page 14 and 15.
102-5 - Ownership and legal form	Page 6.
102-6 - Markets served	Page 14 and 15.
102-7 - Scale of the organization	Page 14, 15 and 92.
102-8 - Information on employees and other workers	Page 60.
102-9 - Supply chain	Page 51 and 52.
102-10 - Significant changes to the organization and its supply chain	The 15 airport concessions (south and central blocks) acquired in the sixth round of federal airport concessions, the Pampulha Airport in Minas Gerais and the CPTM lines 8 and 9; termination of CCR RodoNorte concession.
102-11 - Precautionary principle or approach	In all its units and operations, the CCR Group observes the precautionary principle to assess environmental risks and risks to the health and safety of people at all phases of the life cycle of a concession – planning, implantation, operation and demobilization. At these stages, no activity is initiated if there is any risk factor that indicates serious or irreversible impacts.
102-12 - External initiatives	Center for Studies in Sustainability and Brazilian GHG Protocol Program (FGV/Eaesp/FGVces), Carbon Disclosure Project (CDP), Carbon Efficient Index (IC02) – B3 S.A., Corporate Sustainability Index (ISE) – B3 S.A. (11 <sup>th</sup> consecutive year), Global Compact Network Brazil (Anti-corruption thematic group) and Sustainable Development Goals (SDGs) – UNO.
102-13 - Membership of Associations	Page 97.
102-15 - Key impacts, risks and opportunities	Pages 16 and 17.

#### ETHICS AND INTEGRITY

102-16 - Values, principles, standards and norms of behavior | Page 13.

102-17 - Mechanisms for advice and concerns about ethics | Page 42.

#### GOVERNANCE

102-18 - Governance structure | Pages 31 and 32.

102-28 - Evaluating the highest governance body's performance | Page

102-35 - Senior management benefits and compensation | Page 38.

102-38 - Annual total compensation ratio | Page 38 and 99.

#### STAKEHOLDER ENGAGEMENT

102-40 - List of stakeholder groups | Pages 28 and 30.

102-41 - Collective bargaining agreements | Page 99.

102-42 - Identifying and selecting stakeholders | Pages 28 and 30.

102-43 - Approach to stakeholder engagement | Page 30.

102-44 - Key topics and concerns raised | Page 30.

#### REPORTING PRACTICE

102-45 - Entities included in the consolidated financial statements | In accordance with the Standardized Financial Statements available in the CCR Results Center.

102-46 - Defining report content and topic boundaries | Pages 28 and 29.

102-47 - Material topics | Page 28.

102-48 - Restatements of information | No.

102-49 - Changes in reporting | Inclusion of SASB indicators.

102-50 - Reporting period | 01/01/2021 to 12/31/2021.

102-51 - Date of most recent report | 2021.

102-52 - Reporting cycle | Annual.

102-53 - Contact point for questions regarding the report | contato.sustentabilidade@grupoccr.com.br

102-54 - Claims of reporting in accordance with the GRI | Page 6.

#### Standards

102-55 - GRI content index | Page 108.

102-56 - External assurance | Page 94.

## SPECIFIC INDICATORS

		PAGE	SDGS	GLOBAL COMPACT	EXTERNAL ASSURANCE
<b>ECONOMIC</b>					
GRI 201 Economic Performance	103-1, 103-2 and 103-3 Management approach	Pages 90 to 93.			
	201-1 Direct economic value generated and distributed	Page 93.	1,2,8,16		Yes
<b>SOCIOECONOMIC IMPACTS</b>					
GRI 203 Indirect economic impacts	103-1, 103-2 and 103-3 Management approach	Page 93.			
	203-1 Infrastructure investments and services supported	Pages 93 and 48	1,2,8,9,11		Yes
<b>ETHICS IN BUSINESS</b>					
GRI 205 Anti-corruption	103-1, 103-2 and 103-3 Management approach	Pages 39 to 43.			Yes
	205-1 Operations assessed for risks related to corruption	Pages 41 and 42	16	10	
	205-2 Communication and training in anti-corruption policies and procedures	Pages 41 and 96.	16	10	
	205-3 Confirmed incidents of corruption and actions taken	Pages 41 and 42.	16	10	Yes
GRI 406 Non Discrimination	103-1, 103-2 and 103-3 Management approach	Page 42.			
	406-1 Incidents of discrimination and corrective actions taken	Page 42.			Yes
GRI 412 Human rights assessment	412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Page 51.			
<b>MANAGING THE LEGAL AND REGULATORY ENVIROMENT</b>					
GRI 415 Public policies	103-1, 103-2 and 103-3 Management approach	Page 44.			
	415-1 Political contributions	Page 44.			

		PAGE	SDGS	GLOBAL COMPACT	EXTERNAL ASSURANCE
GRI 206 Anti-competitive behavior	103-1, 103-2 and 103-3 Management approach	Page 44.			
	206-1 Legal actions for anti- competitive behavior, anti-trust, and monopoly practices	Page 43.			Yes
GRI 307 Environmental Compliance	103-1, 103-2 and 103-3 Management approach	Page 44.			
	307-1 Non-compliance with environmental laws and regulations	Page 44.			Yes
GRI 416 Consumer Health and Safety	103-2 and 103-3 Management approach	Page 44.			
	416 -2 Incidents of non-compliance concerning the health and safety impacts of products and services	Page 44.			
<b>PEOPLE</b>					
GRI 401 Employment	103-1, 103-2 and 103-3 Management approach	Pages 59 and 62.			
	401-1 New employee hires and employee turnover	Pages 62 and 98.			Yes
GRI 404 Training and education	103-1, 103-2 and 103-3 Management approach	Pages 63 and 64			
	404-1 Average hours of training per year per employee	Page 64.	4, 5, 8	6	
	404-2 Programs for upgrading employee skills and transition assistance programs	Page 63.	8		Yes
	404 -3 Percentage of employees receiving regular performance and career development reviews	Pages 62 and 99.	5, 8	6	
GRI 405 Diversity and equality of opportunities	103-1, 103-2 and 103-3 Management approach	Pages 65 and 66.			Yes
	405-1 Diversity of governance bodies and employees	Pages 67 and 100.	5, 8, 10	6	Yes
	405-2 Ratio of basic salary and remuneration of women to men	Page 68.	5, 8, 10	6	Yes

		PAGE	SDGS	GLOBAL COMPACT	EXTERNAL ASSURANCE
	103-1, 103-2 and 103-3 Management approach	Pages 69 to 72.			
GRI 403 Occupational health and safety	403-1 Workers covered by an occupational health and safety management system	Pages 69 to 72.	3, 8		Yes
	403-2 Hazard identification, risk assessment and incident investigation	Pages 69 to 72.	3, 8		
	403-3 Occupational health services	Page 69.	3, 8		
	403-4 Worker participation, consultation, and communication on occupational health and safety	Pages 69 to 72.	3, 8		
	403-5 Worker training on occupational health and safety	Pages 69 to 72.	3, 4, 8		
	403-6 Promotion of worker health	Page 72.	3, 8		Yes
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Pages 69 to 72.	3, 8		
	403-9 Work-related injuries	Pages 71 and 101.	3, 8		Yes
	403-10 Work-related ill health	Pages 69 to 72.	3, 8		

### COMMUNITY RELATIONS

	103-1, 103-2 and 103-3 Management approach	Page 45 to 47.			
GRI 413 Local communities	413-1 Operations with local community engagement, impact assessments, and development programs	Page 46.	11	1	.

### SUPPLIERS

	103-1, 103-2 and 103-3 Management approach	Pages 51 and 52.			
GRI 408 and 409 Forced and child labor	408-1 Operations and suppliers at significant risk for incidents of child labor.	Page 52.	8,16	5	
	409-1 Operations and suppliers at significant risk for incidents of forced labor.	Page 52.	8,16	5	

### SUPPLIERS (CONT'D)

		PAGE	SDGS	GLOBAL COMPACT	EXTERNAL ASSURANCE
GRI 308 and 414 – Supplier environmental and social assessment	103-1, 103-2 and 103-3 Management approach	Page 51 and 52.	-		
	308-1 Supplier environmental assessment	Page 51	1, 2, 5, 8, 9, 16		
	414-1 Supplier social assessment	Page 51	-		

### LAND AND BIODIVERSITY

GRI 304 Land and Biodiversity	103-1, 103-2 and 103-3 Management approach	Pages 75 and 76.			
	304-2 Significant impacts of activities, products and services on biodiversity	Page 75	14,15	8	Yes
	304-3 Habitats protected or restored	Page 77.	14,15	8	Yes

### CLIMATE CHANGE

GRI 302 Energy	103-1, 103-2 and 103-3 Management approach	Page 79 to 82.			
	302 -1 Energy consumption within the organization	Pages 79 and 102.	7, 12, 13	7, 8	Yes
	302-4 Reduction of energy consumption	Pages 79.	7, 12, 13	8	
GRI 305 Emissions	103-1, 103-2 and 103-3 Management approach	Page 79 to 82.			
	305-1 GHG emissions (scope 1)	Page 80, 103 and 104.	3, 12, 13, 14, 15	7, 8	
	305-2 Energy indirect (scope 2) GHG emissions	Page 80, 103 and 104.	3, 12, 13,14,15	7, 8	
	305-3 Energy indirect (scope 3) GHG emissions	Page 82, 103 and 104.	3, 12, 13,14, 15	7, 8	
	303-5 Reduction in GHG emissions	Pages 79 and 81.	3, 12, 13, 14, 15		

		PAGE	SDGS	GLOBAL COMPACT	EXTERNAL ASSURANCE
<b>WATER AND EFFLUENTS</b>					
	103-1, 103-2 and 103-3 Management approach	Pages 83 to 85.			
GRI 303	303-1 Water withdrawal by source	Pages 73, 83 and 105.	6	7, 8	
Water and effluents	303-2 Management of water discharge-related impacts	Pages 83 and 105.	6,12	7, 8	
	303-3 Water withdrawal	Page 84 and 105.	6	7, 8	Yes
<b>CIRCULAR ECONOMY</b>					
	103-1, 103-2 and 103-3 Management approach	Pages 86 and 88			
	306-1 Effluent discharge by quality and destination	Pages 86 and 88	3, 6, 12	8	
GRI 306 Waste	306-2 Management of significant waste-related impacts	Pages 86 and 88	3, 6, 12	8	
	306-3 Waste generated	Page 87 and 107.	3, 6, 12	8	Yes
	306-4 Waste diverted from disposal	Page 88.	3, 6, 12	8	
	306-5 Waste directed to disposal	Page 88.	3, 6, 12	8	
<b>GRI G4 AIRPORT OPERATORS SECTOR</b>					
	A04 Quality of storm water by applicable regulatory standards	Page 83.	14		
	A06 Aircraft and pavement de-icing/anti-icing fluid used and treated by m <sup>3</sup> and/or tons	Page 83.			

	PAGE	SDGS	GLOBAL COMPACT	EXTERNAL ASSURANCE
A08 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	Page 50.	11		Yes
A09 Total annual number of wildlife strikes per 10,000 aircraft movements	Page 77.	14		
<b>CCR OWN INDICATORS</b>				
Road safety	Pages 53 to 58	3, 8.		Yes
Service quality	Pages 53 to 58	9		Yes

## SASB INDEX

The SASB – Sustainable Accounting Standard Board – standards were created to identify and standardize the disclosures of the most critical sustainability information for companies in 77 sectors, with the objective of facilitating more effective communication between companies and their investors.

In 2021, the CCR Group undertook an analysis of the standards and indicators applicable to its businesses. In accordance with the Sustainable Industry Classification System® (SICS®) created by the SASB, CCR03 is classified in the “Engineering and construction services” sector. Moreover, the benchmarks analyzed by the company in the CCR Highways and CCR Airports divisions are classified by SICS® in the “Road transportation” and “Professional services” sectors. Accordingly, in its first year of reporting the indicators, the CCR Group is disclosing information related to the following SASB standards:

SASB* STANDARD	INDICATOR*	DESCRIPTION, PAGE OR LINK	MATERIAL TOPIC
	IF-EN-160a.1 - Number of incidents of non-compliance with environmental permits, standards, and regulations.	Page 44.	Land and biodiversity
	IF-EN-160a.2 - Discussion of processes to assess and manage environmental risks associated with project design, siting and construction	Page 73.	Land and biodiversity
	IF-EN-250a.1 - Amount of defect- and safety-related rework costs	Information not available. This information will be disclosed in the future based on the implementation of the ESG Steering Plan.	Employee and Customer Safety
	IF-EN-250a.2 - Total amount of monetary losses as a result of legal proceedings associated with defect- and safety-related incidents	Information not available. This information will be disclosed in the future based on the implementation of the ESG Steering Plan.	Employee and Customer Safety
<b>Engineering and Construction Services</b>	IF-EN-320a.1 - (1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees.	Pages 71 and 101.	Employee and Customer Safety
	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	Page 74.	Climate change Land and biodiversity
	IF-EN-410a.2 - Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	Page 81 and 84.	Climate change Land and biodiversity
	IF-EN-410b.3 - Amount of backlog for non-energy projects associated with climate change mitigation	The eight CCR Mobility division assets (metros, trains and VLT) contribute to GHG emissions reduction in urban travel.	Climate change
	IF-EN-510a.2 - Total amount of monetary losses as a result of legal proceedings associated with (1) bribery or corruption and (2) anti-competitive practices	Page 43.	Governance
	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.	Pages 39 to 43.	Governance

SASB* STANDARD	INDICATOR*	DESCRIPTION, PAGE OR LINK	MATERIAL TOPIC
	SV-PS-230a.1 - Description of approach to identifying and addressing data security risks	Page 34.	-
	SV-PS-230a.2 - Description of policies and practices relating to collection, usage, and retention of customer information	Page 34.	-
	SV-PS-230a.3 - (1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information. (PII), (3) number of customers affected	Page 34.	-
Professional Services	SV-PS-330a.1 - Percentage of gender and racial/ ethnic group representation for (1) executive management and (2) all other employees	Pages 67 and 100.	Work Environment
	SV-PS-330a.2 - (1) Voluntary and (2) involuntary turnover rate for employees	Pages 62 and 98.	Work Environment
	SV-PS-330a.3 - Employee engagement as a percentage	Page 61.	Work Environment
	SV-PS-510a.1 - Description of approach to ensuring professional integrity	Pages 39 to 43.	Governance
	SV-PS-510a.2 - Total amount of monetary losses as a result of legal proceedings associated with professional integrity	Page 43.	Governance
Road Transportation	TR-RO-110a.1 - Gross global Scope 1 emissions	Pages 79 and 102.	Climate change
	TR-RO-110a.2 - Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Information not available. This information will be disclosed in the future based on the implementation of the ESG Steering Plan strategic objectives.	Climate change
	TR-RO-110a.3 - (1) Total fuel consumed, (2) percentage natural gas, (3) percentage renewable	Pages 79 and 102.	Climate change
	TR-RO-540a.1 - Number of road accidents and incidents	Pages 53 and 54.	Land and biodiversity

**Note:** \*Indicators for the standards not included in the table above are not applicable to the CCR Group businesses.

# \ CREDITS

---

## **Overall Coordination**

CCR Group Sustainability and Communication team

## **GRI Consulting**

Gestão Origami

## **Copy and editing**

Gestão Origami and Maria Cecília Prado

## **Graphic design and layout**

Thais Dias Design

## **Photos**

Digna Imagem - Clóvis Ferreira and CCR Archive.



  
**CCR \ LIVE YOUR JOURNEY.**

