

# Integrated Report 2023



# Summary

**MESSAGES.....3**

- Message from CA-CCR.....4
- Message from the CEO.....5

**INTRODUCTION.....7**

- About the report.....8
- Materiality.....9
- Stakeholder engagement.....10

**HIGHLIGHTS 2023.....13**

- Financial and operational results.....14
- ESG Highlights.....15
- Recognitions.....16

**CCR.....18**

- Geographical distribution.....19
- Historic.....20
- CCR.....22
- Shareholder Composition and Corporate Structure.....23
- Ambition, Purpose and Vision.....24
- Business model.....25

**SUSTAINABLE VALUE CREATION.....26**

- Market, operational and financial context.....27
- Strategy.....32
- Digitalization and innovation.....35
- ESG Leadership.....36

**ESG PERFORMANCE.....39**

- Integrity, Transparency and Solid Governance.....40**
- Governance.....40
- Positive impacts for employees and society.....51**
- Working Environment.....51
- Safety of employees and customers.....55
- Quality of services.....58
- Community Relations.....63
- Transition to a low-carbon economy.....69**
- Climate change.....69
- Biodiversity and land use.....74

**ANNEXES.....80**

- GRI Content Index.....81
- SASB Index.....89
- Assurance Report.....150



3



NARRATION



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# Messages

# Message the Board of Directors

GRI 2-22

4



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I have always appreciated commemorative dates, as they are unique opportunities to be with people, value the result of common work and celebrate the joys and vicissitudes of our journey.

CCR will be 25 years old in 2024. A quarter of a century of existence!

I was a close witness of its creation and its success in occupying the leadership of the Brazilian market for public service concessions.

In 2002, CCR was the first company to join B3's Novo Mercado; in 2018, it began a profound transformation of its governance, arriving, in 2023, in ideal conditions to receive, in April, a new CEO, capable of implementing the ambitious, but realistic, goals proposed by our Board of Directors.

In the letter signed by our CEO, Miguel Setas, in this Annual Report (page 5), we have a comprehensive and detailed view of the wide variety of initiatives we have taken in 2023.

As a newcomer, Setas received from the Board a clear mandate to advance, modernize and redeem values dear to CCR. We have proposed “evolution without revolution,” and it is enough to read the Setas card to know that we have succeeded. Our new CEO acted quickly, valuing the consensual and the human (I'll come back to this point later).

We have never invested as much as we did in 2023, also a year of growth in our Ebitda and our profit.

For me, however, the Board's and CEO's combined vision of people centrality in our project was one of our great accomplishments in 2023. We rescue values of conviviality and intellectual exchange, honoring the vision of the founders and the first generation of managers.

It all starts at home, with the encouragement and recognition of our employees. But it is in the work as a whole that the specific weight we attach to the well-being of the individual becomes evident. Whether it's record investments in mobility infrastructure, valuing the modes in which we operate, or our commitment to culture and education projects, or the gains generated by our ESG

policies or even investments in renewable energy and valuing the environment.

For CCR's Board of Directors, priorities are based on a tripod: People, Strategy and Operations.

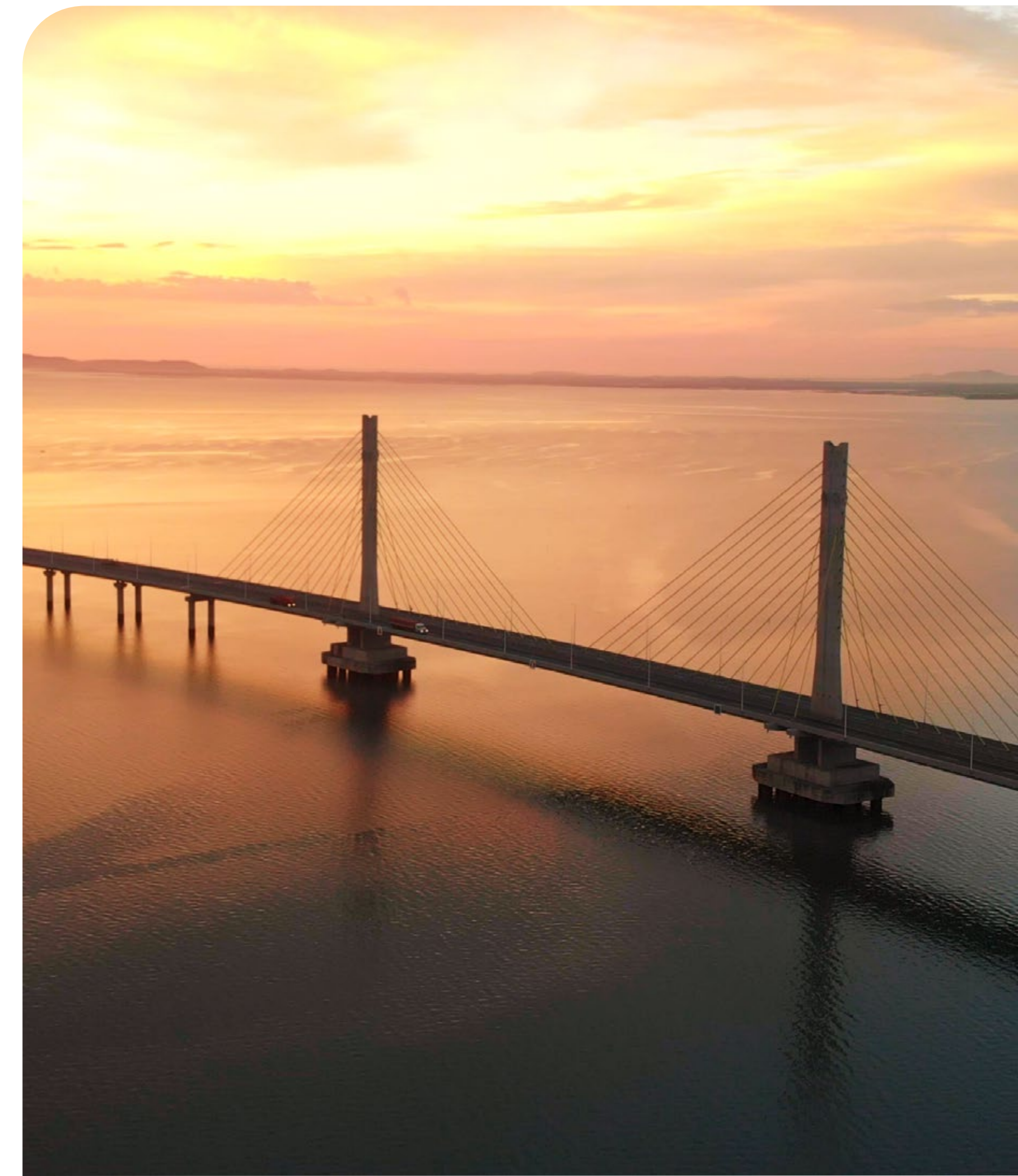
In practical terms, for example, the creation of business platforms, in the context of the Value Acceleration Plan, or the revision of the organizational design reflect the commitment to review strategies, taking into account the existing culture and the way of being of the organization. Our vision is for each business to focus on what is specific about it, but also to work to strengthen its points of contact with the interests of the group as a whole.

I often say that certain CCR values are non-negotiable and timeless. They are part of its essence. The quality of the level of service provided to the client, the financial discipline, the impetus to invest, and the humanistic management of its employees and contractors are examples of this vision.

In the year in which we celebrate the 25th anniversary of the CCR Group, we celebrate the achievements and value the lessons learned that led us to be the largest mobility infrastructure company in Brazil. We create sustainable value for our shareholders, create opportunities for our employees and offer excellent services to our customers.

Many thanks to my colleagues on the Board, to the managers of the CCR Group, to our employees and to all those who, more than once, have transformed problems into solutions, helping CCR to move forward with balance and strength towards its best goals.

**Ana Maria Marcondes Penido Sant'Anna**  
Chairman of the Board of Directors



## Message from the CEO

GRI 2-22

In 2023, the CCR Group executed the largest investment in its history in the three businesses in which it operates—Highways, Urban Mobility and Airports. But that's not all. After assuming the Executive Presidency of the CCR Group on April 24 of last year, we launched as a priority focus of the Board of Directors a process of in-depth review of the foundations of our strategy, culture and organization. This review was part of the so-called “Value Acceleration Plan”, currently consisting of 25 initiatives, which we have launched to project the future of value creation for the CCR Group. We started by revisiting the medium and long-term strategic planning, having updated our Purpose, Vision and Guiding Principles of our culture, and our organizational design, aiming to optimize our structure, to obtain an increasingly simple, agile and efficient company. It was on these foundational elements that we accentuated our attention to the ESG agenda, starting with our Vision, which went on to establish that we wish to “Lead the mobility sector with a focus on creating sustainable value” and also on our Purpose, which became “Improving people's lives through mobility.”

The focus on this agenda was also reinforced in the definition of the CCR Group's strategic priorities, among which is now a specific “ESG Leadership” program. This was reflected in the so-called “ESG MasterPlan”, with very concrete objectives and targets for the environmental, social and governance dimensions. Our evolution of the CCR Culture, which now has three fundamental pillars—Integrity, Integration and Impact—has brought a close look at providing an excellent service to society and caring for nature. Lastly, our organization began to unquestionably demonstrate the importance attributed to the ESG theme. Not only did we create a Sustainability and Innovation Department, but we also strengthened all the organizational support for this agenda, creating a Corporate, Governance and Legal-Financial Department and a Compliance Department, linked to the existing Legal Vice Presidency and the GRC Vice Presidency, as well as revisiting the strategy and organization of the CCR Institute.

This means that, as the largest mobility infrastructure company in Brazil, we recognize our leading role and responsibility to lead our



sector in the ecological transition and green development, towards a low-carbon economy. In this sense, in 2023 we took important steps in our ESG journey—which began more than a decade ago—achieving the AA rating on MSCI, the world benchmark index for corporate sustainability, and becoming the first company in the infrastructure sector in Brazil to have its decarbonization goals approved by the Science Based Target initiative (SBTi). By 2033, we will reduce our CO2 emissions in Scope 1 and 2 by 59% and by 27% in Scope 3 compared to 2019. In addition to these are other goals assumed, such as reaching 100% of the energy consumption of our three platforms supplied by renewable sources, achieving 100% use of biofuels in our light fleet and having climate resilience plans for 100% of our assets.

In line with these commitments, we exceeded the goal of doubling our installed solar power generation capacity in 2023, from 3.1 MWp to 6.5 MWp with the completion of eight new photovoltaic plants on the banks of the RodoAnel, in the state of São Paulo, and ViaCosteira, in Santa Catarina. We have also started analyses, with partners from South Korea and Germany, to evaluate the use of green hydrogen as another clean fuel alternative in our Urban Mobility modes, a business in which 95% of the energy used already comes from renewable sources. It is no coincidence that a study carried out by the consultancy WayCarbon revealed last year that our trains, subways and trams have avoided the emission of more than 1.5 million tons of CO2 in the last 13 years.

In a scenario in which Brazil assumes the presidency of the G20 and is preparing to host the 30th edition of the Conference of the Parties (COP) on Climate Change in Belém in 2025, the CCR Group wants to play a prominent role in the national ESG agenda. To this end, we have launched, on this front, the CCR COP30 Taskforce, which will accelerate our initiatives

focused on mitigating the effects of global warming, preserving biodiversity, transitioning to a low-carbon economy and engaging the Company's partners in this agenda.

Improving people's lives through mobility, as established in our

5



NARRATION



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Purpose, also translates into the investment plan we are executing across our three business platforms. There are R\$ 33 billion, of which R\$ 28 billion in highways. Throughout 2023, we advanced in important works that will bring more safety and fluidity to road traffic, such as the expansion of the traffic capacity of Rio-Santos and Via Dutra, the installation of a bridge and the implementation of marginal roads and additional lanes on the Presidente Castello Branco Highway and the duplication of the Raposo Tavares Highway in the stretch between the cities of Mairinque in São Paulo, Sorocaba and São Roque. In addition to helping to eliminate logistical bottlenecks that affect the country's economic growth, we are creating more than 46,000 direct and indirect jobs, reinforcing CCR Group's contribution to the generation of employment and income for the population.

In Urban Mobility, we carry out a series of actions to improve the quality of the service provided on Lines 8 and 9 of metropolitan trains in São Paulo. From 2022 to the end of 2023, we have already invested R\$ 2.9 billion, out of a total of R\$ 4.1 billion, in the acquisition of new trains, in the modernization of electric power substations and in the replacement of 30 kilometers of tracks and 15 thousand sleepers, among other improvements that provide greater accessibility, comfort and safety to customers of our services. On the Airports platform, we simultaneously carried out expansion and modernization works in 15 terminals and their runways, with an investment that amounts to around R\$ 2 billion by 2024.

On the Social Responsibility front, we are committed to investing R\$ 500 million in social impact by 2030. In 2023, the Pathways to Health program provided more than 52 thousand health and well-being services to drivers, truck drivers, pedestrians, train and subway customers, and communities surrounding the CCR Group's operations. Pathways to Citizenship benefited more than 3,900 teachers from 232 municipalities in six states. In line with the CCR Institute's pillar of democratizing access to culture, we highlight the master sponsorship of the 2023/24 season of the Museum of the Portuguese Language, in São Paulo; our work as maintainers of the Museum of Tomorrow, in Rio de Janeiro; in addition to supporting the Casa de Jorge Amado Foundation, in Salvador, ensuring free admission to these institutions once a week. We also sponsor the International Literary Festival of Pelourinho (Flipelô), in Salvador, and the International Literary Fair of Paraty (Flipelô), transporting riverside, indigenous and quilombola communities to the event



and promoting a parallel program completely free of charge. We also launched the Centennial project, through which we hold exhibitions of great names representing Brazilian cultural diversity in our stations, with the aim of bringing their legacy closer to the more than 3 million customers who pass through our train, subway and tram lines daily.

We continue to deliver solid financial results for our shareholders and investors, with promising prospects in 2024, in the face of a stabilized macroeconomic scenario and numerous relevant opportunities in the infrastructure sector. In 2023, we recorded an adjusted Ebitda of R\$ 7.77 billion, an increase of 13.2% compared to 2022, and an adjusted net income of R\$ 1.41 billion, an increase of 89.8% over the same period.

We have a comfortable cash position and indebtedness under control, which puts the CCR Group in an advantageous position to capture opportunities and follow its investment plan.

In view of these numbers, we leave here a special thanks to our more than 17 thousand employees who, acting with integrity and integration, allowed us to make our strategy viable, achieving these important results and generating such a positive impact around us.

While we recognize that there is still much to be done, we are proud of the progress made. For this reason, we start 2024—the year in which the CCR Group celebrates its 25th anniversary—convinced of our ability to provide an excellent service to our customers, with increasing levels of efficiency and taking the lead in the ESG agenda of our sector, to build a more sustainable and inclusive future for all our stakeholders.

**Miguel Setas**  
CEO at the CCR Group

7



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# Introduction



# About the Report

GRI 2-1, 2-2, 2-3, 2-14

We publish our Integrated Report annually in accordance with the guidelines of the GRI Standard 2021, and CVM Resolution No. 014 on Integrated Reporting, also presenting indicators from the Sustainable Accounting Standards Board (SASB). We also highlight that the financial data are presented in accordance with the rules established by the Brazilian Securities and Exchange Commission (CVM).

This document aims to provide transparency on the impacts of the CCR Group on the environment, the economy and society, including human rights, and includes information for the period between January 1 and December 31, 2023.

The Report was discussed by the Executive Board, People and ESG Committee and approved by the Board of Directors of the CCR Group (CA-CCR) and published in April 2024. The indicators have undergone limited third-party assurance, and the content includes the units over which the CCR1 Group has corporate control, with any exceptions mentioned throughout the text. Regarding the Integrated Reporting guidelines, there were no omissions of data or information.

Learn more

For questions and other information about this report,  
please contact us at:  
[contato.sustentabilidade@grupoccr.com.br](mailto:contato.sustentabilidade@grupoccr.com.br)

CCR, AutoBAN, ViaOeste, RodoAnel Oeste, SPVias, MSVia, ViaSul, ViaCosteira, RioSP, ViaLagos, ViaQuatro, VLT Carioca, Metrô Bahia, ViaMobilidade Linhas 5 e 17, ViaMobilidade Linhas 8/9, BH Airport, BlocoSul, BlocoCentral, Pampulha, Barcas, MTH, CCR Espana, LamVias, PRN Concessões, ND Concessões, RDN Concessões, Four Trilhos, CPC, SAMM, SPCP, Inovap 5, Icaros, Quiport Holdings, Aeris Holding CostaRica S.A., Terminal, CCR CostaRica, IBSA Finance, IBSA, Green Airports Inc., CCR CostaRica Concy Part, SJO Holding LTD, CAP, CARE, CAI, CPA, ATP, SPAC, SIP, Five Trilhos, RS Holding, MetrôLinha15, OnTrilhos.



8



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# Materiality

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

The material themes are transversal in nature and consider the materiality process carried out in 2021. At the time, materiality was developed by a consultancy, based on consultation with stakeholders (investors, rating agencies, users of our services etc.) as well as on the evaluation of sectoral and market content such as MSCI, S&P CSA, CDP, Sustainalytics and sustainability indicator protocols, such as GRI/SASB and through our various communication channels. The analysis also considered the data collected in our Ombudsman channels and surveys of reputation and quality of CCR Group's services.

The seven material topics were approved by the Board of Directors of the Board of Directors and are associated with the Company's business and main impacts. The themes are:

- **Environmental:** Climate Change | Biodiversity and Land Use.
- **Social:** Work Environment | Employee and customer safety | Quality of Services | Community Relations.
- **Corporate Governance:** Governance.

We have been signatories to the UN Global Compact since 2011. The study carried out to prioritize the Sustainable Development Goals (SDGs) showed that CCR's businesses connect with 69 (41%) of the 169 SDG targets, with SDGs 3, 7, 8, 9, 11, 12, 13 and 16 having more than 50% of the correlated targets. Two direct variables were evaluated for each of the goals: business perspective and impact perspective. The methodology generated a score (based on previously determined weights), resulting in



the categorization between low, medium and high impact. The prioritized SDGs were then divided into two categories: Beyond business connection (3, 8, 9 and 11) and relevant impact (7, 12, 13 and 16).

In 2023, the strategic focuses of the CCR Institute were reviewed, prioritizing SDGs 3, 4, 9, 11 and 17.

Also in 2023, we carried out an extensive materiality review process, considering the double materiality methodology, aiming to demonstrate

how risks and opportunities can be material both from a financial and socio-environmental impact point of view. Internal documents, methodologies and benchmarks were analyzed, more than 2,300 external stakeholders and employees were consulted through online questionnaires and interviews were conducted with key people in the development of the ESG strategy, in addition to workshops to validate the themes. The prioritized material topics resulting from this process will enter into force from 2024.

<sup>1</sup> CCR S.A., CCR AutoBA, CCR Barcas, BH Airport, CCR InfraSP, CCR LamVias, CCR Mobilidade (CIM), ViaMobilidade – Linhas 8 e 9, CCR Metrô Bahia, CCR MSVia, CCR NovaDutra, CCR RodoAnel, CCR RodoNorte, CCR BlocoSul, CCR BlocoCentral, SAMM, CCR SPVias, CCR ViaCosteira, ViaQuatro, CCR ViaLagos, ViaMobilidade – Linhas 5 e 17, CCR ViaOeste, CCR ViaSul, VLT Carioca, CSC, ATP, CIIS, CPA, CPC, Five Trilhos, MTH, SPCS.

# Stakeholder engagement

GRI 2-29, 3-3

The year 2023 marked the improvement of the CCR Group's stakeholder management, with the creation of an area dedicated to the subject, linked to the Regulation and Public Policies Department, within the structure of the Legal and Government Relations Vice-Presidency. With the onset of this work, 16 interest groups were identified (distributed in four dimensions), as well as the respective focal points of each one. Then, it was up to these focal points to indicate the priority themes under their management and the main interlocutors in the area, a set of information that can be visualized in a matrix of urgency x relevance/impact.

- **Value Chain Dimension** - six stakeholder groups: Employees, Trade Unions, Academia/Innovation, Customers, Suppliers and Business Associations.
- **Contractual Security Dimension** - five stakeholder groups: Executive Branch, Legislative Branch, Judiciary/Federal Revenue/Customs, Regulatory Agencies and Control Bodies.
- **Market Dimension** - three stakeholder groups: Investors, Financial Institutions/Multilateral Organizations and Competition.
- **Social and Territorial Organization Dimension** - two stakeholder groups: Media and Opinion Leaders and NGOs/ Local Communities.

The purpose of stakeholder engagement work is directly linked to the organization's purpose: to improve people's lives through mobility. For CCR and its companies, engaging stakeholders presupposes the mapping and prioritization of the audiences with which the company relates and those who are interested in it: they are the stakeholders with whom the company seeks to maintain frequent and legitimate dialogue, to understand their needs and desires, to obtain the social license to operate and, as a result, to achieve the sustainability of their business.

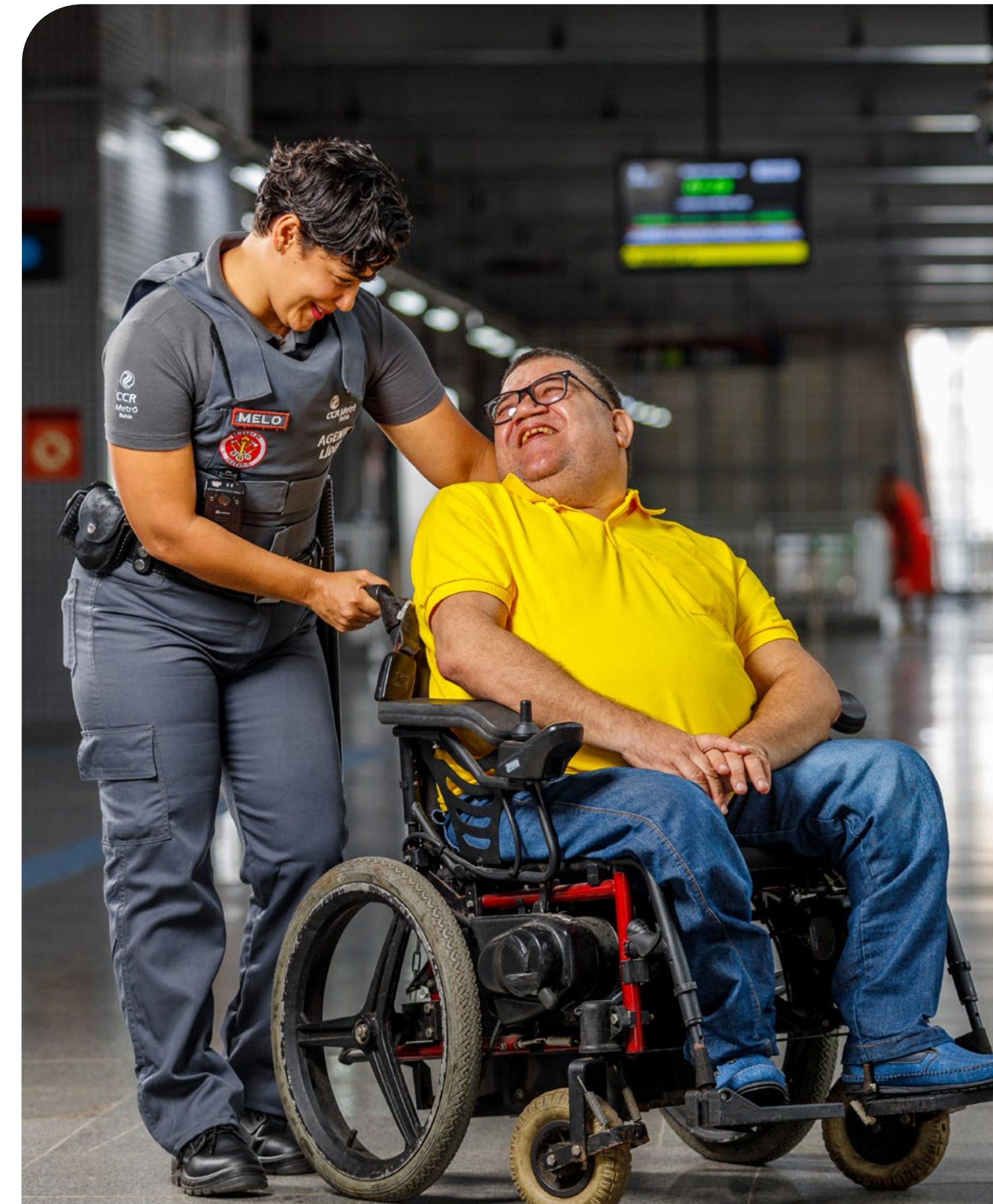
This movement gained momentum from the work to change the organizational culture, also started in 2023 and structured on three dimensions: the Integrity with which we operate in our Business; the integration we seek between our teams and operations; and the positive impact we want to have on people's lives, creating value in a sustainable way.

The CCR Group has internal policies and standards to guide and indicate the expected behaviors in the relationships with its stakeholder groups, and it is up to the respective managers (focal points) and their structures to propose the forms of engagement.

Based on the Company's Purpose, Vision and Principles, the areas develop action plans to engage the various stakeholders, and are supported by the Stakeholder Management structure for the application of "forest analysis", in contrast to looking at specific trees. In other words, we seek to see the topic of interest, while considering the impacts, the relevant interlocutors or actors, the frequency of the dialogue and the central message. In addition, we seek to understand the relationship history and the interests of the parties, whether common or divergent, for the correct alignment of expectations.

By deciding to improve the work of stakeholder management, the company is also establishing an exclusive policy for this subject, which brings together concepts and practices and allows a better understanding of the role of the organization and the impacts it produces, directly or indirectly, on society. It's a movement for cultural change.

To ensure the engagement of its stakeholders, the CCR Group emphasizes the dimension of Integration, with highly motivated and attentive teams, acting collaboratively, with simplicity, excellence and initiative. In addition to active listening, CCR offers open channels for dialogue on its corporate portal ([www.grupoccr.com.br](http://www.grupoccr.com.br)), through which the structures of the Highways, Urban Mobility and Airports platforms can also be directly accessed.



In addition to the opportunities for access through the Corporate portal, the CCR Group conducts periodic surveys, organizes meetings and events, among others. Examples of stakeholder engagement initiatives are:

**Investors and shareholders:** through the Investor Relations area, CCR annually holds CCR Day, which in 2023 reached its 17th edition, a public event for investors, financial market agents and shareholders, whose presentations are available for access on the corporate portal. In 2023, the CCR ESG Forum also took place to present the trajectory associated with the topic. The interactions were recurrent with the participation in Conferences, Non Deal Roadshows, Announcements to the market and Material Facts, made available throughout the year to communicate achievements or clarify specific topics.



**Customers:** communication actions with this audience are based on improving the quality and protecting the health and well-being of everyone who uses CCR's services. Thus, during the year, four waves of quarterly online surveys were carried out by a third-party institute, reaching a sample of more than 3,500 people. In addition to understanding the degree of reputation with its customers regarding the quality of its services, the surveys seek to evaluate the chances of recommending CCR to other customers.

**Employees:** To assess the degree of engagement of its workforce, CCR periodically conducts an organizational climate survey, which allows us to identify the perception of employees regarding the company's projects and initiatives. More recently, it started to collect data on happiness in working at CCR, level of interpersonal relationships, alignment with the company's values, evaluation of leadership, degree of innovation, whether they receive fair treatment, as well as feedback and recognition. [For more information, see page 51.](#)



**Communities:** The CCR Group works with communities through social and environmental initiatives in the regions where the Company operates. The CCR Institute is responsible for the management of its social investment, with actions directed to 3 strategic focuses: Mobility & Sustainable Cities, Culture & Education and Health & Safety.

The operation takes place both through programs based on its own social technologies, developed and executed internally, and through the support of projects carried out by partner social organizations, through the allocation of own and incentivized resources.

The CCR Institute seeks to know and establish a legitimate listening and a bond of trust and lasting relationship with its beneficiaries and the communities it serves. Its own programs, which have been running for more than 20 years, are examples of this practice.

Pathways to Citizenship, originally conceived to promote Traffic Education, currently promotes the continuing education of thousands of educators in the public school system, through the free offer of

distance learning courses and pedagogical materials, developed based on the BNCC (National Common Curriculum Base), with the objective of improving the level of education offered in the municipalities where the Company operates.

In 2023, more than 3,900 educators and 117 thousand students were impacted in 700 schools across Brazil.

The Pathways to Health Program offers preventive exams, dental services, and wellness care to its clients. The target audience is truck drivers, pedestrians, motorcyclists and passengers of urban trains and subways, as well as residents of communities around the airports managed by CCR. There were more than 52,000 consultations and 64,000 procedures performed.

To ensure the transparency and effectiveness of its actions, the Company annually establishes social responsibility goals and follow-up indicators, which enable the monitoring, evaluation and communication of the results achieved, through the CCR Institute's website and publicly available annual reports. This practice is in line with the Group's guidelines of transparency, ethics and pursuit of excellence in the conduct of its processes and decision-making.



**Suppliers:** in order to develop sustainably and ensure the security of our supply chain, we annually carry out the Supplier Excellence Program - CCR SUPERA, which recognizes those best evaluated in terms of Performance, Safety, ESG and Innovation. CCR also seeks to engage its suppliers in the culture of compliance, through a subsidized partnership with the Dom Cabral Foundation and is developing ESG indicators and goals for the entire supply chain. In addition, it has defined a process to expand purchases with sustainable criteria and offers anticipation of receivables to suppliers at a more attractive rate than those practiced by the market, through partnerships with banking institutions.



**Regulatory bodies and granting authority:** Important stakeholders at the federal, state and municipal levels, which form a very relevant group for the CCR Group. With them, we maintain a permanent, legitimate and necessary institutional agenda, in an integrated way between Business and corporate areas. The main objective is technical discussions, on regulatory and legal issues, for the stability of the concession model. With this, we seek an efficient contractual management that allows full execution of contracts. The interactions comply with the guidelines stipulated in the rules and training provided by the Company's Compliance area. For the purposes of proper monitoring, all interactions with public officials, whether in recurring or extraordinary meetings, must be recorded in the Company's internal tool (Meritum Portal).



**Unions:** the CCR Group has mapped 17 unions representing professional categories that are correlated to the activities of the Holding Company or its various Businesses, and with which it maintains a structured and collaborative dialogue with all these entities, in order to address and negotiate legitimate claims, with respect and ethics, without compromising the sustainability of the Businesses.

**General Public:** CCR collected opinions from the general public during the twelve months of the year, through an online panel, totaling 3,500 evaluations per year, seeking to understand the positive points, vulnerabilities and opportunities for improvement. This survey is voluntary and is in addition to the collections from the client public of its services in mandatory contractual surveys stipulated by the concession contracts on the three platforms.

**Press:** the collection of opinions was carried out through a survey with the CCR mailing list and reached a high level of very interesting responses from about 30 press professionals with a high degree of representativeness in this segment. The survey is now conducted annually.

The above initiatives to engage with our stakeholders are further explored throughout this report. The CCR Group offers ombudsman channels where the demands of each audience can be addressed. There is also the availability of the Confidential Channel—see page [46](#).



13



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# Highlights 2023


Related SDGs:

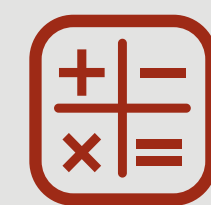


# Financial and operational results

Largest investment in history

**R\$ 6.2 billion**

 **+ 95.7%** vs 2022



Adjusted Net Revenue

**R\$ 13.2 billion**



Adjusted EBITDA

**R\$ 7.7 billion**



Adjusted net income

**R\$ 1.4 billion**



HIGHWAYS

**+ 4.7%**

of equivalent vehicles\*



AIRPORTS

**+ 12%**

passengers carried



MOBILITY

**+ 29.2%**

boarded passengers

- **37 concessions** in the portfolio, considering all platforms

- Management and maintenance of **3,615 kilometers** of highways, where about **2.5 million** vehicles travel daily

- Management of trains, subways, trams and ferries, transporting **3 million passengers** daily

- Approximately **43 million** passengers in our **20 airports** in 2023, which had about **200 scheduled routes**

- More than **17.7 thousand** direct **employees**

- About **6.2 thousand** active **suppliers** in 2023

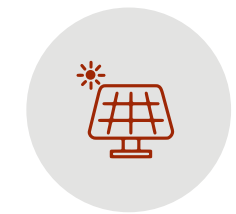
\*Equivalent vehicles: measure calculated by adding heavy vehicles (commercial vehicles such as trucks and buses) to light vehicles, multiplied by the respective number of axles charged. A light vehicle is equivalent to a heavy vehicle axle.

# ESG Highlights

GRI 3-3



## Rating AA on MSCI



Completion of **eight new** photovoltaic plants in RodoAnel and ViaCosteira



**First company in the infrastructure sector** in Brazil to have its decarbonization goals approved by the Science Based Target initiative (SBTi)



More than **50,000 health and well-being services** to drivers, truck drivers, pedestrians, customers of trains, subways and communities surrounding the operations benefited by Pathways to Health



More than **3,900 teachers** from 232 municipalities in six states benefited from the Caminhos para a Cidadania (“Pathways to Citizenship”) program

15



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## 2023 Sustainability Goals

1

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



124%

2

Use of **78%** of bi-fuel in the flex-fuel vehicle fleet, 2023



92%

3

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



29.5%

4

**60%** of middle and senior leadership positions closed with women in 2023



46%

5

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



100%



achieved



not achieved

For diversity and Inclusion Initiatives, please see page [54](#).

# Recognitions

GRI 2-23, 2-24

16



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Upgrade of the MSCI (Morgan Stanley Capital International) ESG rating to AA, which considers the practices of the three ESG dimensions, in the Transportation and Infrastructure sector.



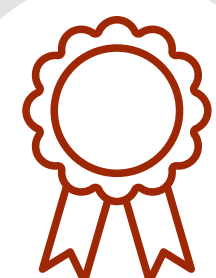
Featured in the *Guia Exame 2023/Melhores do ESG* in the Transport and Logistics category, which recognizes the companies that have contributed the most to the evolution of sustainability.



Evolution in the CDP Climate Change result compared to the two previous cycles, reaching A- in 2023.



**CNT Highway Survey - A**  
Rodovia dos Lagos, managed by CCR ViaLagos, was recognized as the best in the country, according to the CNT Highway Survey of the National Confederation of Transport.



Achievement of **sixth place** among the most influential companies in ESG in the ranking of the study named “The Evolution of ESG in Brazil,” carried out by the UN Global Compact.

ISE B3

For the **13TH CONSECUTIVE YEAR**, CCR is part of the portfolio of ISE, Corporate Sustainability Index, and IC02, Carbon Efficient Index, of B3.



## GOLD SEAL OF THE BRAZILIAN GHG PROTOCOL PROGRAM

This is the tenth consecutive year in which we have achieved the highest level of qualification in the program, which is awarded to companies that meet criteria for accuracy and transparency in publishing information on their greenhouse gas emissions.



**INOVA INFRA AWARD** – Two CCR projects won the award, which recognizes innovative actions in engineering: Open Innovation with the Fuel Economy Challenge and Construction Project and monitoring of an experimental stretch on the shoulder of Via Dutra.



**LAQUS PREMIA**, a recognition for the best practices in the use of the Laqus Monitor platform, financial operations management software. Our achievement was in the Leader in Strategic Efficiency category.



**GOLDEN TOMBSTONE IBEF 2023** in the Debt category, which recognizes companies involved in the best financial fundraising operations. The one which received the award was ViaMobilidade, for lines 8 and 9.

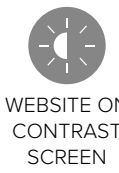
# Recognitions

GRI 2-23, 2-24

17



NARRATION



WEBSITE ON  
CONTRAST  
SCREEN



Inclusion in the ranking of leading companies in CDP Latin America's Supplier Engagement.



Best Talent Acquisition Team at the LinkedIn Talent Awards Brazil.



Company of the Year and first place in the Transport Services sector in the 20th edition of the Melhores da Dinheiro yearbook, from Isto é Dinheiro magazine. The company was also featured in Financial Sustainability.



Recognition as one of the five most innovative companies in the country in the infrastructure sector at the Valor Inovação Brasil 2023 Award, from the *Valor Econômico* newspaper.



Featured in the Top Open Corps 2023, ranking of companies that invest the most in open innovation with startups. CCR was among the top 3 in the Sanitation, Waste Management and Infrastructure category.



Inclusion among the five most recalled companies in Employee Health Promotion in Top of Mind HR.



Best company in the Transport and Logistics sector in Brazil in the 23rd edition of the Valor 1000 yearbook, of the *Valor Econômico* newspaper.



The CCR Group is among the five Brazilian companies with the best practices in Sustainability and Climate Change, according to the Empresas Mais award, from the newspaper *O Estado de S. Paulo*.



BH – The airport has achieved recognition as a Green Airport by ACI's "Green Airport" Program. The terminal received, for the third consecutive year, the Green Airport Recognition during the Annual Assembly Conference & Exhibition ACI-LAC 2023, held in Miami.



The CCR Group was recognized in the Latin American Executive TeamZ ranking, by Institutional Investor. In total, CCR won seven categories on the podium in the "Transportation" segment.

# CCR

Related SDGs:



# Geographical distribution

GRI 2-1



NARRATION



WEBSITE ON CONTRAST SCREEN

### CORPORATE DISMISSEDICES

- 1 São Paulo
- 2 Brasília

### SERVICES

- 1 Shared Service Center (SSC)
- 2 SAMM

### CCR HIGHWAYS

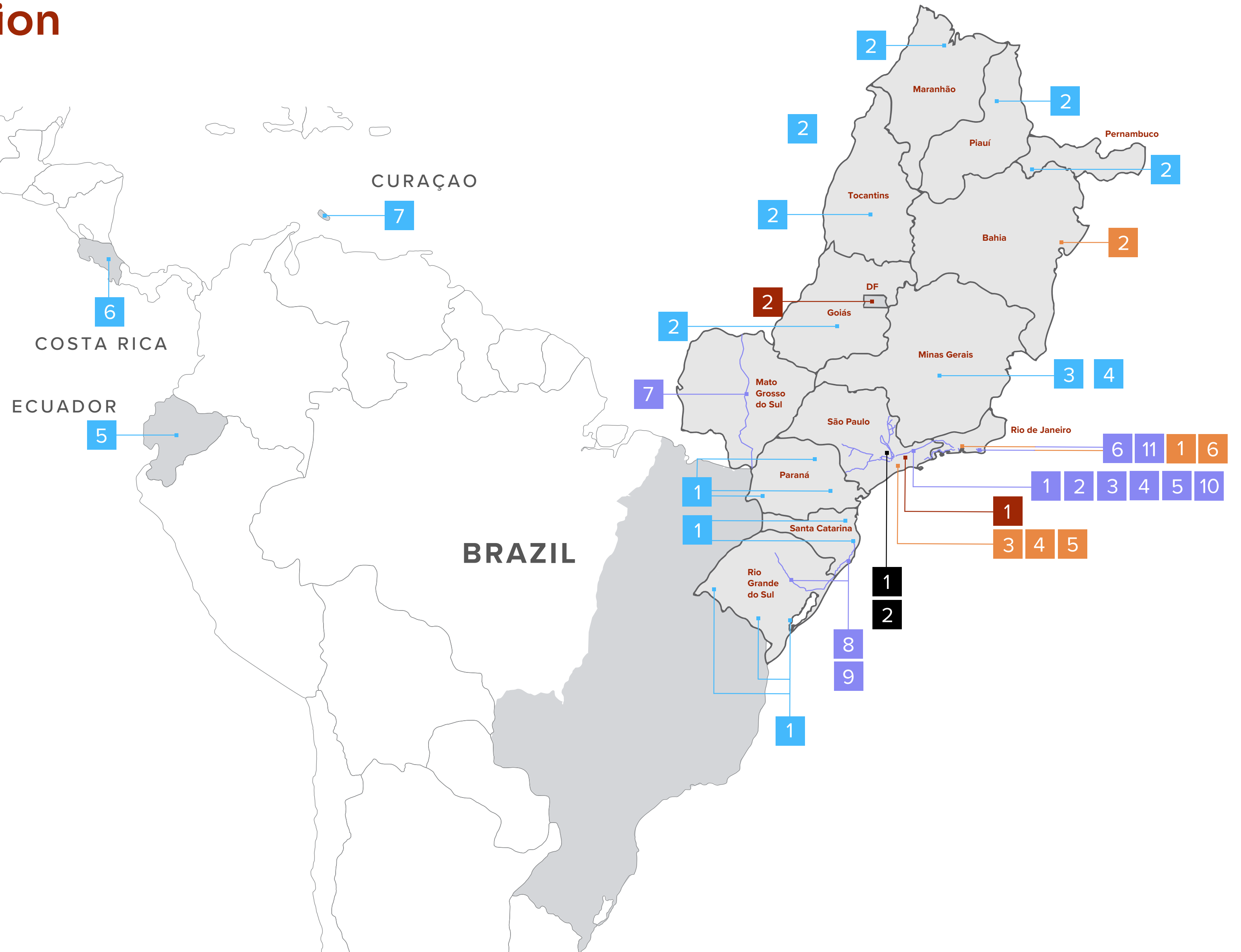
- 1 CCR AutoBAn
- 2 CCR ViaOeste
- 3 CCR RioSP
- 4 CCR SPVias
- 5 CCR RodoAnel
- 6 CCR ViaLagos
- 7 CCR MSVia
- 8 CCR ViaSul
- 9 CCR ViaCosteira
- 10 Renovias
- 11 ViaRio

### CCR MOBILITY

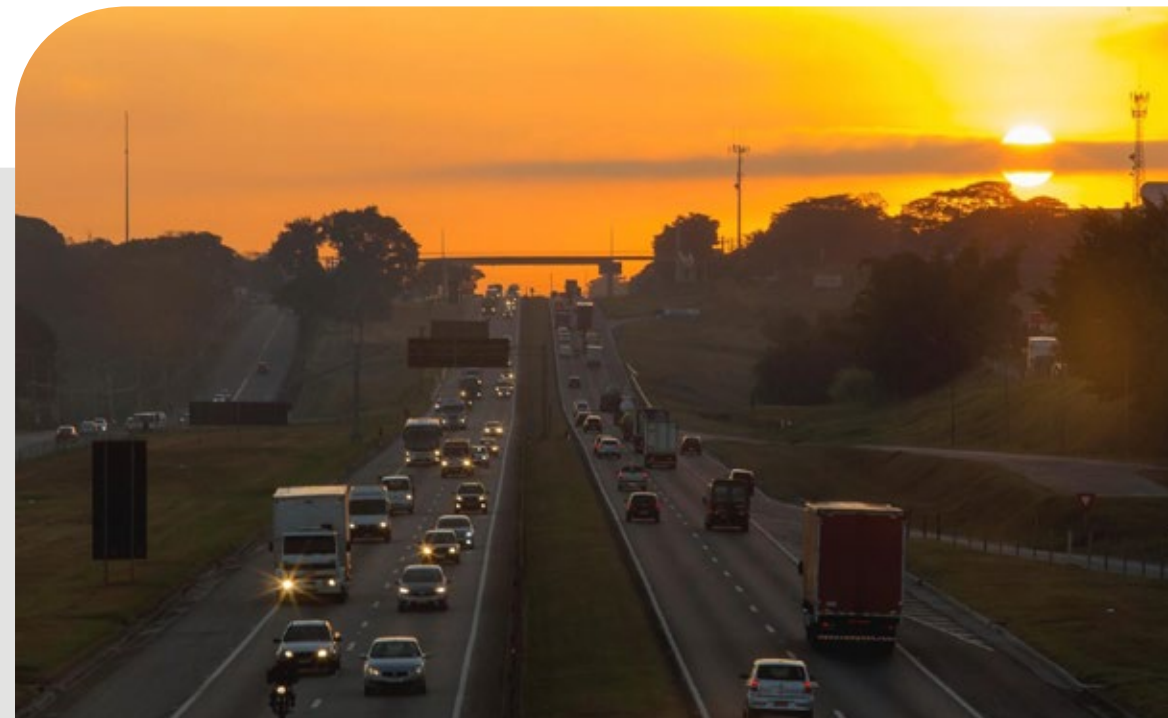
- 1 CCR Barcas
- 2 CCR Metrô Bahia
- 3 ViaMobilidade 5 and 17
- 4 ViaMobilidade 8 and 9
- 5 ViaQuatro
- 6 VLT Carioca

### CCR AIRPORTS

- 1 SOUTH Block
- 2 CENTER Block
- 3 Pampulha
- 4 BH Airport
- 5 Quiport
- 6 Aeris
- 7 Curaçao



# Historic



## 1999 - FOUNDATION OF CCR

**2000** - We obtained the registration of a publicly-held company by the CVM

**2002** - We started trading our shares on BM&FBovespa, currently B3. The Company's IPO marked the opening of the Novo Mercado, the most demanding segment of the capital market in Brazil.

**2003** - adquirimos 38,25% do capital social da Sociedade de Tecnologias de Pagamento S.A. (STP), que opera os meios de pagamento Sem Parar/Via Fácil.

**2004** - We made the second public distribution of shares, as well as acquired the entire stake in ViaOeste's shares

**2006** - We led the winning Consortium of the first Public-Private Partnership in the country ("PPP"), to operate and maintain Line 4-Yellow of the São Paulo Metro, operated by ViaQuatro.

**2007** - We inaugurated the CCR Center for Infrastructure and Logistics, in partnership with the Dom Cabral Foundation

**2008** - We acquired 40% of the share capital of the concessionaire Renovias and won the bid for the concession of the western section of the Mário Covas Beltway.

**2009** - We bought 45% of Controlar, the dealership responsible for inspecting the entire fleet of vehicles in the city of São Paulo, and concluded our third public distribution of shares.

**2010 - WE REACHED 100% STAKE IN THE SHARE CAPITAL OF SPVIAS AND STARTED OPERATING THE METRO LINE 4-YELLOW.**

**2011** - We are once again part of the ISE, BM&F Bovespa's Corporate Sustainability Index. We inaugurated more stations of Line 4-Yellow of the Metro. We started the activities of Samm, which transmits data in high capacity through optical fibers.



**2012** - We signed an agreement for the acquisition of 80% of the share capital of Barcas S.A. We are part of the shareholding control of the concessionaire ViaRio. We entered the airport segment with the acquisition of the airports of Curaçao, Costa Rica and Ecuador.

**2013 - WE WON THE BIDDING FOR THE RIO DE JANEIRO VLT, THE CONCESSION AUCTION FOR THE SALVADOR AND LAURO DE FREITAS SUBWAY SYSTEM, BAHIA, AND THE AUCTION FOR THE DABR-163 STRETCH IN MATO GROSSO DO SUL.**

**2014** - We started the assisted operation of Line 1 of the Salvador Metro, during the FIFA World Cup. The CCR Institute was also established, along with some subsidiaries. We also won, in a consortium with third parties, the concession of public services at the Confins Airport.

# Historic



**2015** – We acquired 70% of Total Airport Services (RAS), a North American airport services company. There was also the closure of the regular activities of Concessionária da Ponte Rio-Niterói S.A.

**2016** – We sold our shareholding in Sociedade de Tecnologias de Pagamento S.A. (STP).

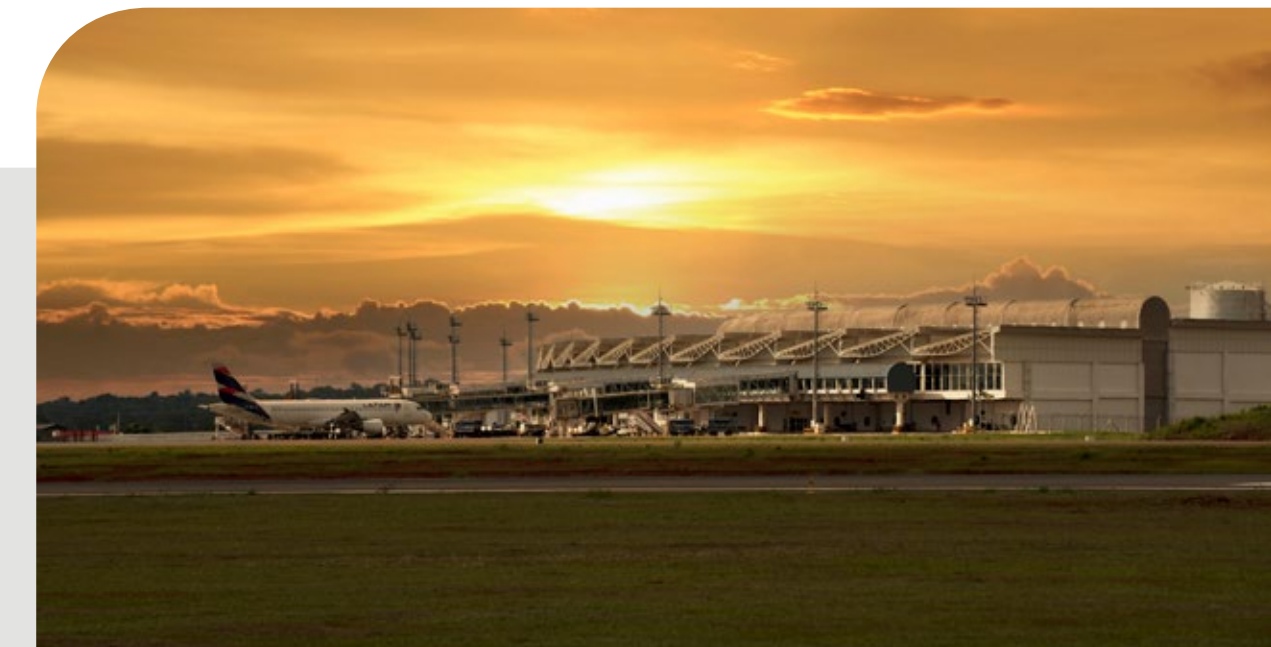
**2017 – LINE 4-YELLOW IS THE FIRST IN LATIN AMERICA TO USE THE DRIVERLESS SYSTEM. SAMM ENABLES MORE THAN 47,000 KILOMETERS OF UNDERGROUND FIBER OPTIC NETWORK IN STATES IN THE SOUTH AND SOUTHEAST REGIONS. WE ALSO CARRIED OUT OUR FOLLOW-ON, WITH THE CONSEQUENT ISSUANCE OF 254,412,800 COMMON SHARES, AT A PRICE OF R\$ 16.00 PER SHARE. ASIDE FROM THAT, WE HAVE DEFINED FOUR STRATEGIC DIVISIONS: CCR AIRPORTS, CCR INFRA SP, CCR LAMVIAS AND CCR MOBILITY.**

**2018** – We conquered the 5-Lilac and 17-Gold (monorail) lines of the São Paulo Metro. At CCR ViaSul, we won the concession for the Southern Integration Highway.

**2019** – We increased the control of the operation of the VLT Carioca to 50.31%. BH Airport, CCR's first airport concession in Brazil, is accredited by the International Airport Council (ACI).

**2020** – We won the concession to explore the infrastructure and the provide public service on the BR-101/SC segment, thus constituting ViaCosteira.

**2021** – We won the concession of lines 8-Diamante and 9-Esmeralda of the São Paulo metropolitan trains. We won the concession of lots with 15 airports in the sixth round of airport concessions, as well as the individual concession of Carlos Drummond de Andrade Airport (Pampulha), in Belo Horizonte, Minas Gerais. We implemented the four strategic divisions: CCR Airports, CCR Infra SP, CCR Lam Vias and CCR Mobility. The Public Works Concession Contract, entered into by the subsidiary RodoNorte and the state of Paraná, through the DER, (Union), was also extinguished.



**2022** – We readjusted our structure to consider the three businesses: CCR Highways, CCR Mobility and CCR Airports. Sale of the equity interest in Total Airport Services, LLC ("TAS"), corresponding to 70%, for the base amount of US\$ 143.5 million (base purchase price).

**2023** – We increased our shareholding in VLT Carioca—we now hold 95.1737% of the company's control. We signed the agreement to terminate the concession of the ferry service (with the establishment of an additional complementary period of 12 months) and celebrated the recognition of the indemnity obligations by the state of Rio de Janeiro. We approved CCR's Share Buyback Program, which now allows the fulfillment of obligations arising from CCR S.A.'s Long-Term Incentive Plan.

# CCR

MANUFACTURED CAPITAL | GRI 2-6

The CCR Group is the largest mobility infrastructure platform in the country. The company's focus is on the highway concession, urban mobility and airport segments. We are present in 230 cities in 13 Brazilian states. The company currently has more than 17,000 employees, responsible for managing 39 assets in Brazil and in three Latin American countries: Curaçao, Costa Rica and Ecuador.

We manage and maintain 3,615 kilometers of highways, where about 2.5 million vehicles travel daily. In urban mobility, we manage trains, subways, trams and ferries, transporting 3 million passengers daily.

In the airport segment, there are 20 assets under management, with more than 40 million passengers embarked annually.

CCR has a planned investment of R\$ 33 billion in the coming years, considering all current concession contracts. In 2023 alone, the amount invested reached R\$ 6.2 billion—which corresponds to an increase of 95.7%, compared to the amount invested in 2022.

The CCR Group has more than 35 thousand registered companies in its partner base, with approximately 6,200 of them active in 2023.

The total amount allocated to purchases and contracting of services and materials in 2023 was R\$ 12 billion, including categories such as civil works services in general, special services for airports, metro rail materials and equipment, commodities, pre-hospital care services, uniforms and Personal Protective Equipment (PPE), essential services for service to CCR customers, among others.

Whenever possible, purchases and contracting of services with local suppliers are prioritized, that is, they are contracted in the states where we have operations (see table below).

The suppliers eligible for monitoring are those that have relevant contracts with CCR, with the assignment of labor and a duration of more than 12 months, or contracts for the supply of critical materials.

Region/No. of suppliers		
Southeast	4,097	66%
South	1,033	17%
Northeast	559	9%
Midwest	325	5%
North	60	1%
International	119	2%
<b>Total</b>	<b>6,193</b>	<b>100%</b>

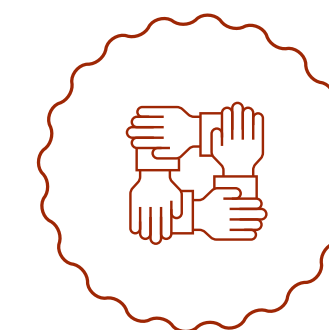
The Company conducts due diligence on suppliers prior to contracting and monitors their performance through eight strategic pillars, namely: operational performance, financial health, compliance, tax compliance, health and safety, labor coverage, solidarity documentation and sustainable purchases.

According to the final grade, each supplier can be classified as low, medium or high risk. For each risk, specific action plans and improvements are assigned so that the supplier can develop and improve its score.

If the risk is high and action plans are not met or the necessary improvements are implemented, the case will be discussed and handled by the Supplier Risk Committee, formed by the following departments: Platforms, Supply Chain and Governance, Risk and Compliance Executives. From this commission will come recommendations for actions and consequences for this supplier.

In this way, it is possible to establish a relationship of trust and partnership between the parties, allowing them to proactively identify problems and risks, in addition to facilitating the reaction to incidents and reducing the impact on the business.

All this investment is in line with our agenda for the transition to a low-carbon economy, which is reflected in some of the commitments we have made, such as supplying 100% of our modes of consumption with green energy by 2025 and using biofuels in 100% of our light fleet in the same time horizon.



The Company has an **unwavering commitment to integrity**, with a focus on sustainable value creation, extending the positive effect to the entire value chain

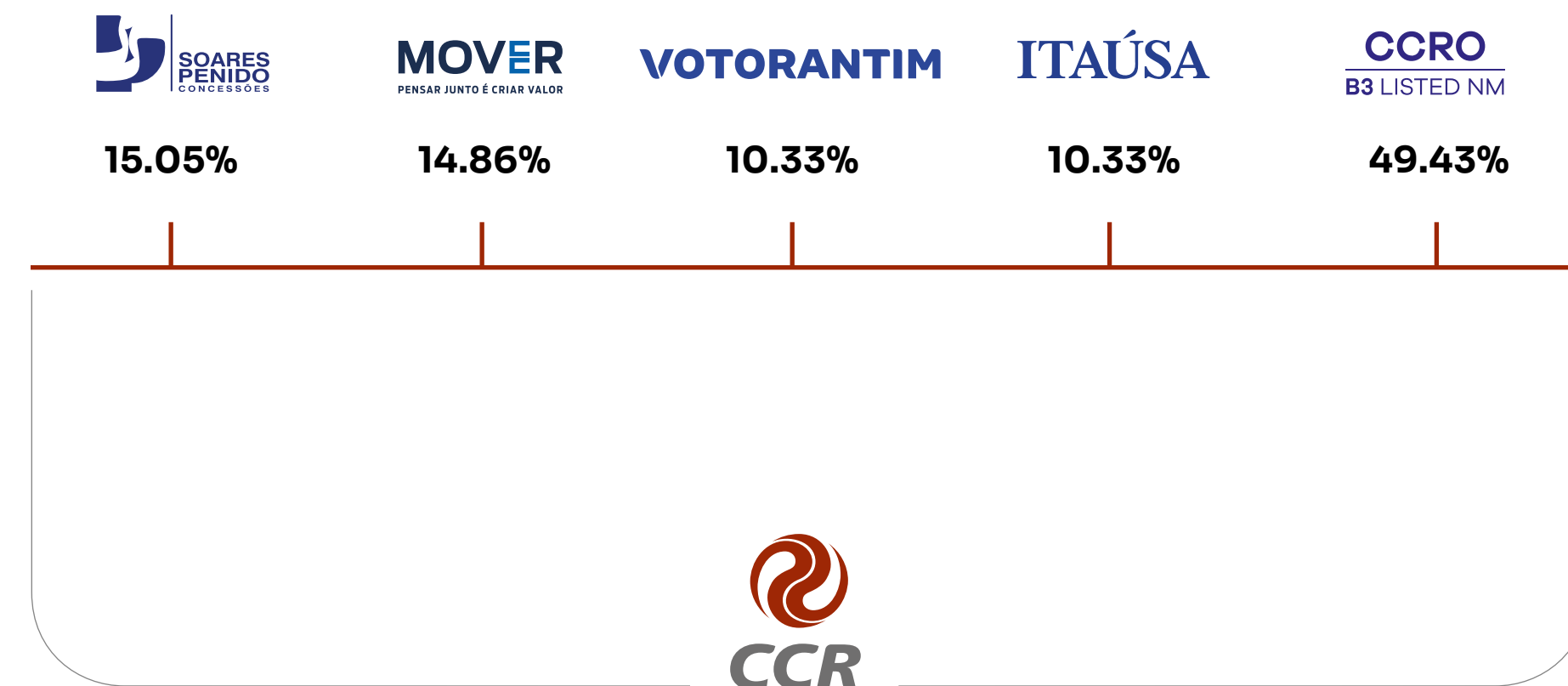
The Group also maintains a structure dedicated to the management of its social investments, through the CCR Institute, with the objective of providing social transformation in the regions of its highway, airport and mobility concessions. CCR projects are implemented through its own resources or incentivized funds. Among the proprietary projects with an impact, the following deserve to be highlighted: Pathways to Citizenship, which promotes the training of public school teachers, and Pathways to Health, which offers health care to truck drivers, motorcyclists, cyclists and passengers of urban trains and subways. Its focus is on initiatives on the fronts of Mobility and Sustainable Cities, Culture and Education, Health and Safety. Since 2014, the Institute's actions have benefited more than 15 million people.

The CCR Group's investments in infrastructure and services are designed as solutions aligned with the purpose of improving people's lives through mobility. In managing them, we do not renounce organizational principles. The Company has an unwavering commitment to integrity, which takes into account safety, ethics, unconditional respect and transparency; with integration, maintaining a highly motivated team, which acts in an integrated and collaborative way, with simplicity, excellence and initiative; and with the impact focused on sustainable value creation, extending the positive effect to the entire value chain.

# Shareholder Composition and Corporate Structure

GRI 2-1

CCR's share capital consists of 2,020,000,000 common shares. The controlling shareholders are Grupo Soares Penido, Grupo Mover, Votorantim S.A. and Itaúsa, which joined the controlling block in 2022. The common shares are distributed as follows:



**MOVER** (1) Includes the shares held by Sucea Participações S.A. and Sincro Participações S.A.; companies belonging to the Mover Group.

**SOARES PENIDO** (2) Includes shares held by Soares Penido Obras, Construções e Investimentos S.A. and Soares Penido Concessões S.A., companies belonging to the Soares Penido Group.

**CCRO** (3) Includes Capital International Investors ("CII"), the independent investment division of Capital Research and Management M Company, which manages 101,173,258 of the Company's shares, representing approximately 5.01% of CCR's total common shares, as of April 3, 2023.

The concessions managed by CCR currently total 37 assets:

## CCR HIGHWAYS

ENTERPRISE	%
CCR AutoBAn	100%
CCR MSVia	100%
CCR RioSP	100%
CCR RodoAneI	99.59%
CCR SPVias	100%
CCR ViaCosteira	100%
CCR ViaLagos	100%
CCR ViaOeste	100%
CCR ViaSul	100%
Renovias	40%
ViaRio	66.66%

## CCR AIRPORTS

ENTERPRISE	%
Bloco Sul *	100%
Bloco Central *	100%
Pampulha	100%
BH Airport	38.3%
Quiport	46.5%
Aeris	97.1%
Curaçao Airport Partners	79.8%

(\* ) South and Central Blocks consisting of 15 airports

## SERVICES

COMPANY	%
CCR CSC Centro de Serviços Compartilhados	100%
SAMM	100%

## CCR MOBILITY

ENTERPRISE	%
CCR Barcas	100%
CCR Metrô Bahia	100%
Via Mobility Lines 5 and 17	83.34%
Via Mobility lines 8 e 9	80%
ViaQuatro	75%
VLT Carioca	95.17%

# Ambition, Purpose and Vision

## INTELLECTUAL CAPITAL

Our vision is to lead the mobility industry, with a focus on creating sustainable value. Sustainable, here, can be read in two different contexts, both of which are fundamental to our Group. The first is the continuity of the company. The second is ESG integration, a front on which we continuously evolve. By embracing this ambition, integrated thinking advances CCR so that business decisions ultimately become environmentally and socially responsible.

We always act with the purpose of improving people's lives through mobility, mitigating negative impacts and amplifying positive ones for our stakeholders: customers, employees, suppliers, shareholders, among others.

The growth in efficiency of a Company is aligned with a structured culture with clear purposes, understood and embraced by the entire team. To make CCR's culture even stronger and more targeted, we went through an immersion in the topic throughout 2023, experiencing a process that involved everyone within the Group.

Supported by a market consultancy, we made an extensive diagnosis of the crop. All members of the Statutory Executive Board, members of the Board of Directors (CA-CCR) and members of the People and ESG Committee underwent individual interviews and employees answered a virtual survey. As a result, it was possible to map the necessary changes to make the culture more consistent with CCR's objectives and to assemble a panel with principles built collectively in workshops with leadership and through a new round of surveys.

From the 24 principles originally selected, we arrived at the 12 essential ones, which were grouped into three pillars: Integrity (including transparency, ethics, unconditional respect and security), Integration (encompassing collaboration, simplicity, excellence and initiative) and Impact (involving serving society, creating value, caring for nature and valuing Brazilianness).

From now on, we will unfold cultural transformation into five phases: Plan, Inform, Educate, Experience, and Sustain.

## CCR Culture

### PURPOSE

Improving people's lives through mobility.

### VISION

Leading the mobility sector, with a focus on creating sustainable value.

### PRINCIPLES

#### Integrity

**We have an unwavering commitment to INTEGRITY...**

Principles:

- Safety
- Ethics
- Unconditional respect
- Transparency

#### Integration

**... with a highly motivated team, which acts in an INTEGRATED way...**

Principles:

- Collaboration
- Simplicity
- Excellence
- Initiative

#### Impact

**... and focus on sustainable value creation, with a positive IMPACT on everyone around us.**

Principles:

- Serving society
- Creating value
- Caring for nature
- Valuing Brazilianness

# Business Model

## Resource utilization



INTELLECTUAL CAPITAL

- Ability to attract and allocate capital
- In-depth knowledge of the business
- Management of public service concession contracts
- Digital transformation and innovation



FINANCIAL CAPITAL

- Capex of R\$ 2.7 billion
- 3.0x leverage



HUMAN CAPITAL

- 17.7 thousand direct employees
- 29.33 average hours of training
- Career development actions for women



RELATIONSHIP CAPITAL

- 6.2 thousand active suppliers
- R\$ 54.7 million in Social Investment (direct and incentivized)
- Interactions with regulators and governments



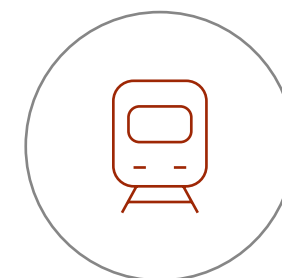
NATURAL CAPITAL

- Electrical energy
- Fossil fuels and renewables
- Natural resources

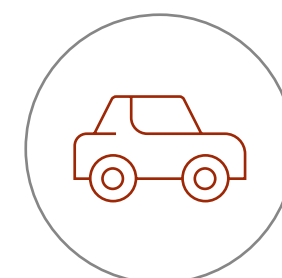
## for our business



AIRPORTS



MOBILITY



HIGHWAYS

## results in impacts

### POSITIVE

- Consumption of 1,617,512 GJ of renewable energy
- Recovery and restoration of 110.72 hectares of native vegetation
- 42% women in the C-suite position
- 3.2 million people impacted by CCR Institute's social projects
- 95.8 thousand tons of recycled/recovered waste
- 8 new photovoltaic plants
- Emissions avoided through on-rail mobility
- 259 supplier companies qualified in Hands On Compliance, a program developed in partnership with the Dom Cabral Foundation

### NEGATIVE

- Emissions of 75,437 tCO2e (Scope 1)
- Emissions of 5,613 tCO2e (Scope 2 - Purchase Choice)
- Emissions of 345,820 tCO2e (Scope 3)
- Consumption of 1,134,408 GJ of non-renewables
- Generation of 292 thousand tons of waste
- 79 occupational accidents with serious consequences and one death (among direct employees)
- Suppression of 54.13 hectares of native vegetation

## and generate value

- 1,238,951 million calls/year to highway customers, equivalent to 3,394 calls/day
- On average, 3 million people in urban mobility modes and 18 million passengers pass through airports per year
- Approximately 43 million passengers at our 20 airports in 2023
- 88% reduction in the mortality rate on our currently concession highways, about 295,000 accidents prevented and more than 26,000 lives saved
- 29.5% of Asphalt Milling (RAP) recycled

### Distribution of added value of:

- R\$ 1.940 billion in personnel and charges
- R\$ 2.375 billion in taxes, fees and contributions
- R\$ 5.561 billion in financial expenses and rents
- R\$0.405 billion in dividends and interest on shareholders' equity
- R\$1.299 billion in retained earnings

# SUSTAINABLE VALUE CREATION

Related SDGs:



# Market, Operational and Financial Context

FINANCE AND MANUFACTURING CAPITAL

GRI 2-6

27



NARRATION



WEBSITE ON  
CONTRAST  
SCREEN

The Brazilian infrastructure will require investments of 80 billion dollars next year and new tenders should be launched with the development of the Growth Acceleration Program (PAC), presented by the federal government in August 2023. In addition, state governments will organize a series of auctions, in which CCR will participate in highways and urban mobility. There is a gap that needs to be closed, and private sector investment is key.

The macroeconomic situation is favorable. Inflation is controlled at appropriate levels, which paints a picture of a reduction in interest rates. In regulatory terms, although we face challenges and have to equate the different laws of all the Brazilian states in which we work, we see a relatively stable scenario with a bias towards improvement.

Today, CCR is in a good position to meet its commitments and evaluate new possibilities for managing its asset portfolio. Below are more details on the outlook for each of our businesses.

## CCR GROUP

Two-thirds of our EBITDA comes from our highway business. The additional amount comes from mobility, followed by airports. We ended 2023 with a net debt-to-EBITDA ratio of 3.0x.

Our dividend distribution policy aims to pay a minimum of 50% of net income. In 2022, we had an atypical distribution, below this level, due to financial transactions carried out by the Group related to the bids won in 2021.

Efficiency capture was 165 million reais in 2023, a result that, added to the previous three years, implies a cost reduction of 330 million reais. We intend to obtain even more significant results by assigning the allocation of costs to operations and assets with the highest cash generation, which enhances efficiency as a whole.

The core of our financial strategy is to optimize CCR Group's capital structure. We are analyzing concession by concession to understand the cash and debt profile of each of them and to be able, thanks to the greater balance between these variables, to strengthen the capacity to generate net income for the entire Company.

In addition to the general results mentioned, we achieved gains in specific sectors that contributed to increasing CCR's financial results as a whole.

In 2023, we closed an agreement with the Department of Finance that will bring us a significant increase in revenue in our Highway segment. Since May, the Company has started charging suspended axles on heavy vehicles through the Electronic Manifest of Tax Documents (MDF-e). In the first months after the agreement, when some of our concessions adhered to the measure, revenues rose by more than 3%.

Another point of relevance was to look even more strategically at those contracts that support our investment possibilities. We have partnered with these key suppliers to help them plan better and have more predictability of supply, which is reflected in cost benefits for our Company.

The Shared Services Center organized a mapping of all the company's processes, which, in turn, resulted in a redesign that leads to more efficient, agile, and cost-effective operations. There is a focus on reducing transaction costs and a concern to identify both areas of excellence and outsourcing opportunities.

As an attitude extended to the entire Group, we have challenged ourselves to establish key performance indicators and practices that benchmark internally and externally. The purpose is always the same: to bring evolution in our way of managing business\* and, consequently, financial gains.



*\*\*For more details on uncertainties, please refer to item 4.1 of the [Reference Form](#).*

## CCR HIGHWAYS

Our highway portfolio represents 41% of all toll revenues in Brazil. The amount clearly indicates the relevance of this segment for the CCR Group.

Our operation is distributed throughout the South, Southeast and Midwest regions. It is present in 192 cities in five different states—São Paulo, Rio de Janeiro, Mato Grosso do Sul, Santa Catarina and Rio Grande do Sul. In all, there are 11 concessionaires managed by CCR, and they extend for 3,615 kilometers.

In our concessions, we cover various traffic profiles: from the home-to-work route of passenger vehicles to the displacement of heavy trucks in the service of the agricultural and industrial sector, from movement for tourism purposes to transit for business purposes, from short journeys to those of long distances. This brings a balance that translates into good business performance in this modal. Almost 2 million vehicles circulate per day in our concessions, which generates an average daily revenue of approximately 25 million reais. In 2023, we had record traffic, the best performance in CCR's history—depending on the asset considered, we maintained a movement 10% to 22% above the pre-pandemic period.

Since mid-2022, we have operated our concessions with a matrix structure, which has provided us with a series of optimizations and synergies between assets, in addition to standardizing our service provision and the way we relate to our customers.

The focus of the Rodovias platform for the coming period is directed to the execution of our contractual investment obligations, to the constant improvement of our processes and improvement of our service provision and to the selective growth of our portfolio. In line with the Group's ESG strategy, we will move towards carbon neutrality. Among the measures adopted to pursue this goal are: the use of renewable fuels in our flex-fuel fleet, tests with hybrid vehicles, increased reuse of milled materials in pavement recovery, self-production of energy with the implementation of solar farms and a series of other measures.

It is important to report on ongoing initiatives to make our business more efficient, especially those to reduce risk. We ended 2023 with 73% of the works for 2024 contracted and with 45% of the works for 2025 already contracted as well. Based on these referrals, we will continue to focus on the assertiveness of the committed investments.

The main infrastructure investments amount to approximately

R\$ 3.3 billion, distributed in all our 11 concessionaires and different works, such as the implementation of operational bases (SAU) and general inspection post (PGF), highway duplications, implementation of marginal roads, construction of additional lanes, interchanges and access devices, in addition to the recovery and implementation of Special Works of Art (OAE) and pavement recovery.

In order to deliver our already contracted investment obligations and in order to be prepared for an even greater volume that will come from the new auctions that will be held in the coming years by the federal and state governments, we have changed the way we relate to our strategic partners and have been looking for new contracting models, in addition to the development of new partners.

Also, in order to enhance our efficiency, we rethought the way we maintain the highways we operate, which generated optimizations without losing quality. We also invested in improving our already established and recognized pre-hospital care service, creating greater synergy and integration of care teams, reinforcing team training, and testing state-of-the-art tools and technologies.

In the regulatory environment, we have observed significant improvements in the processes of the Regulatory Agencies, which have sought to modernize contracts and regulation. It is worth highlighting important achievements that were led by our contract administration and legal teams, such as the precautionary rebalancing of the concessionaires in the state of São Paulo and the recognition of the merit of the impacts of Covid-19 on the demand of the concessionaires, in addition to the extension of ViaOeste's concession term by 14 months, with the inclusion of new necessary investments. in this period.

In terms of future prospects, we have a team focused on the development of new businesses making continuous analyses of the opportunities that present themselves. In the next three to five years, we expect that more than 10,000 kilometers of highways will be granted to the private sector through federal and state government programs. An accurate assessment will be made to understand which of these opportunities fit into the selective investment strategy of our business.



## AIRPORTS CCR

CCR's entry into the airport market took place in 2012, the year in which we acquired equity interests in three international airports: Curaçao International Airport, in Curaçao, San Jose International Airport, in Costa Rica, and Quito Airport, in Ecuador. Since then, we have expanded our participation in the modal by winning and taking over the concessions of the Tancredo Neves International Airport (BH Airport), the South and Central blocks of airports (which include the terminals of Curitiba, Foz do Iguaçu, Londrina, Bacacheri, Joinville, Navegantes, Bagé, Pelotas, Uruguaiana, Goiânia, Imperatriz, São Luiz, Petrolina, Palmas and Teresina) and Pampulha Airport, in Belo Horizonte.

By taking over the business in Brazil and, at the same time, expanding its shareholding in airports in foreign territory, CCR has become a relevant operator in the airport modal, forming a high-quality portfolio that includes some of the main projects in Central and South America. In 2023, we served around 43 million passengers at our 20 airports, which had around 200 scheduled routes. In June 2023, CCR Airports started improvement works in all of its airports in the South and Central Block, in total there are 15 airports. The planned investment until the end of 2024 is around 1.5 billion reais.

In 2023, we continue to see an upward curve of passengers transiting through the airports we manage. There were 23% more passengers than in 2022, with a 41% higher generation of aeronautical revenues. Our non-aeronautical revenues (related to retail and services available at the terminals) rose even more significantly: the gain was 139%.

Throughout the year, we also increased the value of our business through new commercial operations (32 in total), new domestic and international routes (29) and growth in more punctual operations, such as cargo transportation at Quito Airport.

In regulatory terms, 2023 marked the discussions of the financial rebalancing related to the impact of Covid-19 on our international

business and on the BH Airport concession. All of them are well underway or well underway.

Our figures in terms of operational efficiency summarize our expertise in the business: our cost per passenger is below that of our competitors, whether in the category of airports with demand between 5 and 10 million passengers per year, or in the category with demand between 2 and 5 million passengers per year. We achieve these results thanks to our operation designed to be productive and efficient. Our entire command team is based in São Paulo, and the structures are lean and efficient in the terminals. Recent restructuring, carried out at CCR Airports as a whole and at BH Airport in particular, contributed to a cost reduction that could already be noticed in 2023 and should be even more relevant in 2024.

It is important to mention that, even with strict cost control, we provide a high-quality service, recognized by passengers and organizations linked to the airport business in various rankings and awards. We have already won, with our international airports, several editions of the ASQ (Airport Service Quality), Satr Airport Skytrax and World Travel Awards, among others, and our national airports are in the process of certification to be evaluated in future editions of these recognitions.

In the coming periods, we will continue to invest in our assets to provide better customer services and new growth possibilities for the CCR Group. Some of the deliveries that are in our pipeline: the expansion of the runway and the passenger terminal at the Navegantes airport, the renovation of all passenger terminals on national soil under our responsibility, with capacity expansion in ten of them, the expansion of the apron for aircraft at nine airports and general investments in security. The works in progress will have yet another type of positive implication on our business: they will increase the area available for retail and services and, therefore, enhance revenue generation.



## CCR URBAN MOBILITY

The subway, light rail, metropolitan and waterway concessions are part of CCR Urban Mobility's business. In the metropolitan area of São Paulo, we manage the ViaQuatro Line 4-Yellow and the ViaMobilidade Line 5-Lilac and Line 17-Gold (monorail type, under construction by the government of São Paulo), all by subway, and the 8-Diamante and 9-Esmeralda, by train. In Salvador, Bahia, we are responsible for subway lines 1 and 2. In the city of Rio de Janeiro, VLT lines 1, 2 and 3 are part of our portfolio. Also, in the state of Rio de Janeiro we have our CCR Barcas concession, which transports passengers in Guanabara Bay and in the Costa Verde region.

We are currently the largest operator of the private rail sector in Latin America, representing 70% of the revenue of this segment in Brazil. We have a high level of competitiveness, which comes largely from the scale of the business we have achieved. Our average cost per passenger is much lower than that of our private competitors (R\$ 2.36 X R\$ 4.06) and that of public operators (R\$ 2.36 X R\$ 4.63).

We carry 2.7 million passengers daily. Our railway network includes 128 stations and is 189 kilometers long. Although we have not recovered the pre-pandemic level of passengers, we are on an

upward trajectory: the comparative data between the first half of 2022 and the same period of 2023, we see almost a 20% increase in demand. The increase is also financial: EBITDA grew by more than 25% and net revenue by 29%.

The main infrastructure investments amount to approximately 2.2 billion reais, distributed in five concessionaires of the Mobility business, the main ones being: purchase of rolling stock, Signaling and Energy System, and Revitalization of stations on Lines 8 and 9, Implementation of TIG (Gentileza Intermodal Terminal) on the Carioca VLT, requalification of Santo Amaro station on Line 5 and implementation of commercial projects on the Bahia Metro.

On the other hand, we have been actively working to reduce risks. We negotiated the financial rebalancing related to the impacts of the Covid-19 pandemic on ViaQuatro and ViaMobilidade Line 5. Also, in relation to the VLT, we signed an agreement with the City of Rio de Janeiro for the regularization of payments and accumulated debt, including, in this agreement, the establishment of an operational public guarantee. We signed an addendum to the CCR Metrô Bahia contract, which included the operation of Section III, the extension

of Line 1 of the Salvador-Lauro de Freitas Metro System. We entered into an agreement with the Public Prosecutor's office of São Paulo regarding lines 8 and 9 of ViaMobilidade—with the closure of the action, we committed to an investment of 97 million reais in the operation and 50 million reais in improvements of social infrastructure around stations.

On lines 8 and 9, we also promoted operational increases. More than 15,000 sleepers and 30 kilometers of track have been replaced, 170 kilometers of overhead network have been overhauled, and seven new trains have entered commercial operation. In July, we inaugurated a new operational control center in Osasco, the Presidente Altino Patio, which facilitated communication between the operation and maintenance areas.

In our future horizon, it is worth mentioning the studies that have been carried out for the extension of Line 4-Yellow and Line 5-Lilac. In the Bahia Metro, studies should soon take place for the extension of the two lines managed by CCR. We are also keeping an eye on the mobility projects planned to be awarded in the coming years, analyzing opportunities that make sense in our portfolio.

30



NARRATION

WEBSITE ON  
CONTRAST  
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## OTHER BUSINESSES

We are the owners of Samm, a company 100% controlled by CCR whose business is to provide high-speed, high-capacity data transmissions and IP connectivity. Its fiber optic network is present in the states of São Paulo, Rio de Janeiro, Minas Gerais, Paraná, Santa Catarina and Rio Grande do Sul, is 100% underground and has permanent monitoring.

Among the solutions offered by Samm are Data Samm, which makes it possible to connect business units through digital circuits for access and transport of voice, data and video, IP Corporate Samm, IP connectivity that offers high traffic capacity with security and performance, and IP with Anti-DDos Samm, a managed service for detecting and mitigating attacks.

CCR is a leading player in the infrastructure sector, and this is its core business. However, there is nothing to prevent the feasibility of adjacent businesses from being studied. This is the case, for example, with energy generation. The company has solar plants on the sides of its highways. There are 11 in operation, and another 8 were completed by the end of 2023, with a forecast to enter commercial operation throughout 2024. We will not invest in transmission lines or grid structuring, but we have been analyzing the growth of self-production even as a way to optimize costs and reduce our carbon emissions.



31



NARRATION

WEBSITE ON  
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**We are**  
**protagonists** in  
the infrastructure  
sector

# Strategy

GRI 2-22

Revised in 2023, and already communicated to the market, CCR Group's strategy is anchored in six pillars.

32



NARRATION



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## Constantly evolving strategy

We have been, throughout 2023, working on our 2035 Strategic Plan, which will update our goals and objectives for the next decade. It is in the process of being finalized and approved and is expected to be communicated to the market in the second quarter of 2024.

Another important strategic move that took place in 2023 was the start of the implementation of our Value Acceleration Plan. It is made up of work fronts and covers all spectrums of our business. It involves a strategic update of operational planning, financial planning, risk management, regulation, advocacy, ESG leadership, organizational design, people and culture, digital and information technology, innovation, customer experience, and brand positioning. Among the steps already completed, the broad mapping of stakeholders stands out, which surveyed 388 names and defined four dimensions of activity directly connected to CCR's performance.



### 1. Profitable and selective growth

We have 33 billion reais of committed investments and we intend to execute these investments rigorously. The same principle holds true for capital allocation. When considering a new opportunity, we practice assessing risks extensively, taking into account their strategic, operational, financial, regulatory, market, and ESG facets. This has always been done and will be done in an increasingly assertive way.

Throughout the year, we have been reanalyzing each of our modes—highways, urban mobility and airports—in search of better results, in order to consolidate them into platforms that have different flexibility and configurations, and may include partners, for example. This new approach aims to accelerate growth, optimize capital, and create value while simplifying management and governance.

Regarding Capex, 28 billion reais are related to road transport, 3 billion reais to urban mobility and 2 billion reais to airports.

### 2. Optimized Portfolio

In 2023, we closed the concessions with 37 assets in our portfolio, considering all modes. We have room to actively manage it, customizing strategies for the different assets, and to recycle our capital and thus increase the return potential of our business.

Our portfolio is divided into four categories, (1) anchor assets, (2) developing assets that still have investments to be made and are in a phase of operational and financial optimization, (3) challenging mature assets, and (4) mature assets that do not have the anchor profile.

### 3. Superior Efficiency

Along the way, CCR has consolidated itself and gained recognition as a benchmark company in efficiency and quality. We have further raised our goal and have been working to amplify these competencies, considering international practices.

We are promoting an organizational redesign, including in our holding company, to bring more clarity of responsibilities and more agility and predictability to our processes. The changes are also intended to increase the competitiveness of transactions and set even higher standards in all aspects of our operations.

A good indicator of this path in efficiency is the fact that we optimized R\$ 330 million in costs between 2020 and 2023. Our commitment is to achieve and exceed an increasingly efficient ratio between Opex (cash) and net revenue, which stood at 40.3% in 2023.

### 4. Optimized capital structure and attractive returns

In 2023, CCR Holding made great efforts to reduce its net indebtedness, which went from R\$6.8 billion in June to R\$3.2 billion at the end of the year, for CCR consolidated we ended 2023 with net debt of R\$23.3 billion. Our focus is to respect a 3.5x limit for the ratio of net debt to EBITDA. If any opportunity requires this threshold to be exceeded, there is a commitment to return to this level within 24 months.

We are equally focused on lengthening our debt profile. Our degree of reliability in the market is high and we are very well evaluated by the rating agencies—our degree of reliability in the market is high, and we are very well evaluated by the rating agencies, in which we are “Full Investment Grade”. We are AAA stable in the S&P and Fitch rankings and AA+br stable in the Moody's ranking. We are one of the best credit opportunities in Brazil.

At the same time, we maintain our commitment to develop a clear and predictable dividend policy that brings an attractive return to our shareholders. A dividend payout of 50% is what we are aiming for.





### 5. ESG Leadership

We want to move forward towards ESG leadership, in this sense, we celebrate, in 2023, the approval of our climate goals by the Science Based Targets initiative (SBTi), a joint initiative of CDP, the United Nations Global Compact, the World Resources Institute (WRI) and WWF, which identifies and promotes innovative approaches to setting ambitious and significant industrial GHG reduction targets. We are the first company in the infrastructure sector in Brazil to have goals certified by the institution and we have already made our commitment public. Another highlight was the appointment of our CEO, Miguel Setas, as spokesperson for SDG 11 in the UN Global Compact's Leadership with ImPact Program in Brazil. By 2033, we are committed to reducing GHG emissions by 59% in scopes 1 and 2 and 27% in scope 3 ([more information in Transition to a low-carbon economy](#)).

In the social sphere, we will increase the impact of initiatives promoted by the CCR Institute, which is celebrating a decade this year. By 2030, the idea is to reach 500 million reais in social investments, considering incentivized funds and direct contributions. On diversity and inclusion, we are designing a referral program with goals for underrepresented groups ([more information in Community Relations](#)).

Safety continues to be a priority value for CCR. By intensifying our Zero Accident Culture, we are managing to reduce the frequency rate of accidents with lost time both among our internal employees and among outsourced employees. We have been on a trajectory of evolution and we want to accentuate it ([more information in Employee and Customer Safety](#)).

Our governance is of international standard. Our Board is made up of 11 members (three of them independent) and we have a statutory Audit, Compliance and Risk Committee, coordinated by an external member and composed of independent members, a People and ESG Committee (coordinated by an independent member) and a Strategy Committee.

At the CCR Institute, the Board of Directors is chaired by an independent member, the governance structure is compact, with an experienced executive team that works in line with a mandate of value creation ([more information in Integrity, Transparency and Solid Governance](#)).

### 6. World-class skills

Our competencies are comparable to those of any international operator and we have worked to emphasize these qualities, extending our competitive advantages. In addition to strengthening our areas of success—such as Capex management, for example—we are undertaking other initiatives to increase our position in the global market.

CCR's goal is to establish itself as a benchmark in efficiency in the international market as well. Our capacity is already known and we are often invited by groups that operate in other countries to analyze opportunities that demand a performance with our level of quality. We aim to refine this insight and get to the first quartile of benchmark.

In Brazil, we can be considered a model in highly complex situations such as managing large interventions in challenging urban areas, such as the Metropolitan Region of São Paulo. There is nothing more natural than to improve this competence so that we can operate at an international level. We are working with consultancies and studying concessions in Brazil and around the world to understand how we can optimize our performance. In the process, we have already been able to understand that the CCR Group is very well positioned in the universe of infrastructure companies. Based on this analysis, we will both establish an action plan and improve our annual efficiency program, which will include an assertive agenda with annual objectives.

We invest in talent management, as they help us enable the growth we want and create value. We are going through a cultural transformation that has made our team increasingly engaged, our businesses more integrated, and our operations even more upright—safety, ethics, respect, and transparency are foundations that are maintained and increasingly enhanced.

# Digitalization and Innovation

## INTELLECTUAL CAPITAL

### GRI 3-3

Developing, digitizing and decarbonizing are words that guide our trajectory in innovation and digitalization. We seek to add value and increase our efficiency while building a simpler organization and are intensifying our investments in innovation, digital, smart mobility, infrastructure technology, automation, robotization and artificial intelligence.

Investment in smart mobility is paying Dividends. The free flow system implemented by CCR RioSP, on the Rio-Santos Highway (BR-101) is an example of this: automatic toll collection, carried out through gantries with cameras, antennas and sensors that capture vehicle data even in conditions of low visibility, brings fluidity to traffic and, at the same time, collaborates with the reduction of carbon emissions. As of March 2023, we have carried out more than 5 million transactions with only 13% delinquency in payments and ensuring a 99.97% rate of satisfied customers.

Robotization, automation and digitalization of processes, both

internally and in our assets, have been translating into operational and financial evolution. The implementation of card payment at the toll plazas of the Bandeirantes Highway, for example, has resulted in an improvement in the flow and reduction of emissions, as well as in the improvement of the customer experience - another point to which we have dedicated a careful look. In about a year and a half of operation, the rate of use of this means of payment reached 30%; The goal is to reach 100% semi-automatic payment by 2026.

Finally, it is important to highlight the attention paid to cybersecurity. The risks in this area have increased exponentially and we are aware of the fact, investing in a relevant way to ensure both our maturity in this matter and the operation without losses of all our assets.

In terms of innovation, we cannot fail to consider the initiatives that are elevating our assets to a quality that has never been seen before in

the sector. We have, for example, provided unprecedented connectivity on the Rio-São Paulo route to internet coverage for the entire length of the Presidente Dutra Highway. In the customer services app, there is the added benefit of no data being charged. On the same highway, we are in the process of lighting 100% of its length. On the other hand, in Rio-Santos, urban sections, tunnels and external areas of buildings will be fully illuminated. The measure was not originally included in the business plan, but it is expected that it will generate savings in the operation.

In parallel, we are seeking partnerships, working on the open innovation system, and adhering to platforms that lead to growth in innovation and sustainability. Within this spectrum, we can mention our connection with Cubo, Itaú's innovation hub, with Insper's Arq. Futuro Cidades Laboratory, and with the tools of MIT (Massachusetts Institute of Technology, in the United States).

35



NARRATION

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## Main Innovation projects of 2023:

### IMPLEMENTED:

- ViaQuatro Occurrence Automation: Solution for collecting, processing and opening maintenance notes automatically in SAP, based on intelligent analysis of Events, intelligent generation of Alarms and historical view of information.
- ARES: Operational management system for flights at CCR's small and medium-sized national airports.
- Free flow payment portal: Development of the implementation of the website so that the customer can consult and pay the tickets at RioSP's free flow tolls;
- Multi Rodovias App (RioSP, VC, VS): CCR Highways'

new app in which the customer can access the operational information of each highway (initially RioSP, ViaSul and ViaCosteira), in addition to making free flow payments.

- Mobility Passport: Portal for the sale and operation of express and semi-express train services for major Viamobilidade events;
- Demand Projection (IM): Solution for collecting, processing, generating insights and applying predictive models with Traffic, Revenue and Demand data from the Highway Business Platform. Expanding to other Business Platforms.
- PoC Waste Disposal (RERESÍDUOS): CCR ViaOeste was the basis for the implementation of the 1st pilot

project, which is currently under development at the Fuad Auada construction site.

- PoC Fuel Economy (GETMAXX): Device to reduce fuel consumption (gasoline, diesel and ethanol) with an expected reduction of 5% to 20% in consumption.

### IN TESTING OR UNDER IMPLEMENTATION:

- LTE RioSP: Connectivity project on the RioSP highway in partnership with TIM.
- Highway traffic analysis and counting project: Traffic analysis in a totally autonomous way,

applying Computer Vision techniques.

- The Inovaê intrapreneurship program is being experimented with in the airport modal. We observed a significant level of engagement, with the submission of 85 ideas associated with improving the customer experience, creating new business revenues and reducing costs. Among these proposals, 10 are already in an advanced stage of validation and testing in the wake of innovation and 27 have been directed to the area of continuous improvement.

# ESG Leadership

GRI 2-22, 2-23

The CCR Group is committed to leading the ESG agenda. To definitively establish ourselves in this position—not only in the infrastructure sector, but in the market as a whole—we have organized our agenda into five major pillars:

In the Governance pillar, the evolution has been constant and we have increasingly consolidated a model associated with transparency, agility and simplicity, in addition to the high traceability of the decision-making process.

In the last five years, nevertheless, this progress has become even more pronounced. We can highlight, among the improvements that have occurred:

- the reduction in the number of members of the CA-CCR from 13 to 11.
- the reduction in the number of advisory committees of the CA-CCR—from five to three, which contributes to generating more focus and agility during decision-making processes.
- the Audit, Compliance and Risk Committee is now composed only of independent members, as well as coordinated by an external member.
- the redefinition of responsibilities and the consequent simplification of the decision-making process, which now often occur in a decentralized and more agile way.
- the certification of all the Company's businesses with ISO 37001 (Anti-Bribery Management Systems) and ISO 37301 (Compliance Management Systems), with a focus on ESG.
- the restructuring of the risk management area. Over the past two years, all business units have started to follow the COSO (Committee of Sponsoring Organizations of the Treadway Commission) model of internal controls, designed to mitigate risks and achieve objectives.



**ISO 37001 and 37301** certification, with a focus on ESG.

[view +](#)

Governance, Risks and Compliance in the chapter Integrity, Transparency and Solid Governance (page 40).

1

**Governance:** Integrity, transparency and strong governance.



2

**People:** positive impacts for employees, for the companies and suppliers in our chain, and for society.



3

**Partners:** sustainability applied to the value chain.



4

**Climate:** transition to a low-carbon economy: focus on how we will make this transition.



5

**Nature:** circular economy and protection of the environment and biodiversity.





NARRATION

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In relation to People, we are unfolding our goals in several areas. One of the main ones involves the intention to increase the impact of our social investment, contributing more than 500 million reais, between direct and incentivized funds, by 2030. The projects contemplated are those that focus on mobility, sustainable cities, education and culture, and health and safety. Management is concentrated at the CCR Institute.

In the field of diversity, we have set the goal of reaching the level of 60% of women in new positions for middle and senior leadership and of expanding the participation of other underrepresented groups. As for safety issues, the main driver is the Zero Accident Culture. All initiatives related to the People theme are more detailed in the chapter entitled [Positive Impacts for Employees and Society](#).

With regard to Partners, one of the main initiatives managed over the last three years has been the qualification of small and medium-sized supplier companies in a governance and compliance system. The certification, carried out in partnership with the Dom Cabral Foundation, is subsidized by CCR. The goal was to qualify 100 of CCR's strategic suppliers, especially those that develop critical activities, such as engineering services and consulting, in the governance and compliance course developed in partnership with Dom Cabral Foundation. A total of 259 companies were qualified. We have also been working on matrices and compliance protocols for the supply chain. Learn more about this development in the chapter entitled [Positive Impacts for Employees and Society](#).

At Climate, our ambition is to be the protagonists in the transition to a low-carbon economy. This point is part of the Company's strategy and, in order to properly address it, we have invested in innovation. An important achievement of the year was the approval of our decarbonization targets by the Science Based Targets Initiative (SBTi). Read more about this success in the chapter entitled [Transition to a low-carbon economy](#).

In relation to Nature, we are acting to expand the recycling of materials and to reduce the impacts generated by our business. Over the last year, we have increased waste recycling to about 33% in relation to the total waste generated - we have been doing this progressively over the last few years and will present even more assertive goals for the coming years, which include, for example, the reduction of the use of CBUQ, concrete aggregate, minerals and petroleum products. We are also structuring ourselves in the development of tools to economically value biodiversity, which will bring more solid parameters to our future restoration projects.

The task force assigned to organize CCR's presence at COP-30 and the choice of our CEO, Miguel Setas, for the position of CEO spokesperson for Sustainable Development Goal 11 (Sustainable Cities and Communities), an appointment made by the UN Global Compact in Brazil, are indicative of the importance of the subject in our strategy to influence business for sustainable development.

Our efforts have been recognized: in May of this year, we achieved the AA category in the MSCI (Morgan Stanley Capital International) ESG Ratings ranking. Our goal is to reach the AAA category within two years.



Learn more

About our evolution in the indicators access the ESG Indicators Panel in <https://www.grupoccr.com.br/esg/nossas-praticas/>

## ESG COMMITMENTS AND GOALS

Robust integrity, transparency and governance

### 1 IMPROVEMENT OF THE RISK MANAGEMENT AND COMPLIANCE SYSTEM



Transition to a low-carbon economy

### 1 FIGHTING GLOBAL WARMING

- 60% reduction in scope 1 and 2 emissions
- Objective: carbon neutrality - scope 1 and 2

### 2 EXPANDING THE CONSUMPTION OF RENEWABLE ENERGY

- 100% green energy consumption by 2025
- 100% use of biofuels in the light fleet by 2025
- Investments in electric vehicles in light and heavy fleets

### 3 IMPLEMENTING THE CLIMATE RESILIENCE (TCFD)

- Diagnosis of financial risks and impacts completed by 2024
- 100% of units with action plans implemented by 2025

Protecting the environment and biodiversity

### 1 ENSURING GREEN OPERATIONS

- Development/Biodiversity Economic Valuation Tool (TNFD)—in new restoration projects as of 2024
- Commitment to the No Net Loss (NNL) initiative
- Adoption of Nature-Based Solutions (NBS) as a measure to offer set business impacts

Sustainability applied to the entire value chain

### 1 ENGAGING SUPPLIERS THE CULTURE OF COMPLIANCE

- Supply Chain ESG Matrix and Protocol structured until 2025
- Structured ESG indicators and targets throughout the supply chain by 2025

### 2 EXPANDING PURCHASES OF SUPPLIERS WITH SUSTAINABLE CRITERIA

- 100% of suppliers adhere to our commitments

### 3 REDUCING CARBON EMISSIONS VALUE CHAIN - SCOPE 3

- 27% reduction in scope 3 emissions by 2033 - SBTi Targets

Positive impacts for employees and society

### 1 INCREASING THE IMPACT OF SOCIAL INVESTMENT

- + 500 million (direct and incentivized funds) in social projects

### 2 BROADENING STAKES OF UNDERREPRESENTED GROUPS

- Adherence to public diversity commitments

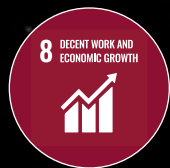
### 3 ENSURING MAXIMUM SAFETY TO EMPLOYEES AND CUSTOMERS

- “Zero Accident” Culture
- Programs to reduce road fatalities



# ESG PERFORMANCE

Related SDGs:



# Solid Integrity, Transparency and Governance

## GOVERNANCE

### Governance practices

GRI 2-2, 2-9, 2-10, 2-12, 2-13, 2-14, 2-17, 2-18

The governance structure of the CCR Group is composed of a Board of Directors ("CA-CCR") and, linked to it, an Executive Board.

The CA-CCR is composed of 11 members, 9 male and 2 female, aged between 43 and 76 years, and three of them are independent members. It is responsible for defining strategic objectives and, among other duties, for establishing general policies and guidelines, electing directors and supervising their management.

The members of the Board of Directors of the Board of Directors are elected by the shareholders at the Annual General Meeting for a unified term of office of two (2) years, and may be re-elected. According to the legal provision, shareholders representing at least 5% (five percent) of our voting capital may request the adoption of the multiple voting process, assigning to each share as many votes as there are members of the Board of Directors-CCR, and shareholders are recognized as having the right to accumulate the votes for a single candidate or distribute them among several.

Nominations for Eligible Positions must always be aligned with the best interest of the CCR Group, and it is essential that they are highly qualified professionals, committed to the values and culture of the CCR Group, in addition to having notable professional, technical and academic experience, compatible with the position for which they are being appointed. Notwithstanding, the nominations must consider, for a good formation of the bodies composed of the Eligible Positions, diversity in general, such as gender, age, academic background and professional experience, as well as the complementarity of skills and availability of time for the exercise of the function.

In the case of independent members of the Board of Directors, the reelection proposal must also take into account the maintenance, by the candidate, of the independence criteria set forth in the Regulations, as well as the effective degree of independence with which he or she served on the Board of Directors in his or her previous term. In addition, the Company recommends that: (i) the Board of Directors be composed of professionals with experience

in various topics, such as environmental aspects, sustainability and information technology and security; and (ii) those appointed as members of the Board of Directors do not hold more than five positions on the boards of directors of other companies (except within the CCR Group, as defined in the Nomination Policy).

The Company's Board of Directors shall be composed of at least 20% independent members or 2%, whichever is greater, considering the rules set forth in the Novo Mercado Regulations and in the Company's Nomination Policy for the classification of nominees as independent members. When requested by the Board of Directors, it will be incumbent upon the People and ESG Committee to issue an opinion on the eligibility of a particular candidate or board member, as the case may be, to the independence criteria set forth in the Regulations, both in the context of the election and during the exercise of the mandate.

The CA-CCR has three Advisory Committees composed of members of the CA-CCR, except for the Coordinator of the Audit, Compliance and Risks Committee, who is an external independent member. They are: (i) People and ESG Committee; (ii) Audit, Compliance and Statutory Risk Committee; and (iii) Strategy Committee.

The Committees aim to add value to the CA-CCR as they provide greater efficiency, agility and quality to the decision-making process in the exercise of their activities. The Committees do not have executive functions or decision-making powers. Through their



opinions or recommendations, they support the decision-making of the CA-CCR. The term of office of the members of the Committees is two years, coinciding with that of the CA-CCR.

With regard to material ESG issues, it is incumbent upon the CA-CCR, for example, to approve the Integrated Annual Report, approve and monitor compliance with the ESG Master Plan and monitor and anticipate trends in global ESG issues, identifying critical issues that represent opportunities for improvement, risks or that may have a material impact on the business, on the relationship with stakeholders, in the image of the CCR Group and in its short, medium and long-term results.

Periodically, the CA-CCR and the Executive Board invite external and internal experts to address issues related to sustainability in its various dimensions. Among the topics addressed, those linked to sustainable development stand out, such as Climate Change, Diversity and the Environment, and in these sessions, the members of the CA-CCR had the opportunity to interact with experts in an active way and aiming to expand knowledge or update themselves in relation to what has been happening in the country and in the world related to the different themes. In addition, there is an effort for the CA-CCR to maintain in its composition professionals with experience in diversified topics, covering environmental aspects,

Learn more

About the duties of our board members, please visit:  
<https://www.grupoccr.com.br/grupo-ccr/estrutural/>

technology and information security, as well as other topics related to sustainability.

The Board of Directors and its Committees, as well as its interaction with the Executive Board and the Board's Department, are evaluated annually in a collegiate manner, although the periodicity provided for in the Novo Mercado Regulations is the performance of the evaluation by mandate. This evaluation is conducted by the People and ESG Committee ("CG&ESG"), in support of the President of the CA-CCR, and with the support of a specialized external consultant who, through the direct application of questionnaires and interviews, seeks to translate the practices contained in the statement of principles of operation of the CA-CCR and its attributions as the highest governance body and that, From different perspectives, they result in the identification of strengths and opportunities for improvement based on best governance practices.

Based on the final report prepared by the external consultancy, the CG&ESG prepares a recommendation for discussion at a specific meeting of the CA-CCR, in which the improvement plans and/or corrective measures are defined and focusing on the fulfillment of its attributions regarding, among other issues, the supervision of the Company's business and its impacts on the economy, environment and people (customers, employees and communities where it operates).

In May 2023, the Executive Board was restructured, with seven members—Miguel Setas, CEO, and the following six vice presidents:

- Pedro Paulo Archer Sutter, VP of Governance, Risk and Compliance;
- Waldo Edwin Perez Leskovar, VP of Finance and Investor Relations;
- Roberto Penna Chaves Neto, VP of Legal and Government Relations;
- Eduardo Siqueira Moraes de Camargo, VP of Business responsible for CCR Highways;
- Fábio Russo Corrêa, VP of Business responsible for CCR Airports;
- Mareio Magalhães Hannas, VP of Business responsible for CCR Mobility.

The directors are elected for a period of two years, and re-election is permitted. The Executive Board has full powers to administer and manage the Company's business, in accordance with its duties and subject to compliance with the requirements established by law and in the Company's Bylaws and Policies approved by the CA-CCR.

CCR's CA-CCR meets with the Executive Board on a monthly basis, on an ordinary basis, and on an extraordinary basis whenever necessary, to discuss and evaluate solutions to the Company's business challenges, including their impacts and points of interaction with stakeholders, and this relationship is considered fundamental

to add value to the business and to fulfill its purpose of providing human mobility infrastructure services. The Company seeks to ensure that interactions are beneficial to all parties involved and that the ethical and transparent parameters established by the Company's Code of Ethical Conduct are observed.

The evolution in governance has been constant and we have increasingly consolidated a model associated with transparency, agility and simplicity, allowing the traceability of the decision-making process. At the end of 2023, we completed another round of changes to the governance structure that will be effective from 2024.



## Policies and Standards in force in 2023 on Corporate Governance:

GRI 2-23

- Social status\*
- Referral Policy\*
- Compensation Policy of the Statutory Executive Board, CA-CCR and Fiscal Council\*
- Related Party Transaction Policy\*
- Internal Regulations of the CA-CCR and Advisory Committees
- CCR Group's Positive Work Environment Standard\*
- New Shareholders' Agreement 2022\*
- First Amendment to the New Shareholders' Agreement 2022\*

\*The public documents cited are found in the Codes, Policies and Shareholders' Agreement section at the link <https://www.grupoccr.com.br/en/esg/governance/>

# GOVERNANCE STRUCTURE

GRI 2-9

**Internal Audit**

100% of members Independent

## COMMITTEES OF ADVICE TO THE CA-CCR

People & ESG Committee

Audit Committee, Statutory Compliance and Risks

Strategy Committee

Unified 2-year term, with 27.3% membership independent, 9 men and 2 women

**Board of Directors**

**Chief Executive Officer**

## COMMITTEES OF ADVICE TO THE EXECUTIVE BOARD

Investment Executive Committee

Capex Committee

Director Vice president Financial & Investor Relations

Director Vice president Legal & Government Relations

Director Vice president Business CCR Highways

Director Vice president Business CCR Mobility

Director Vice president Business CCR Airports

Director Vice-President of Governance, Risks and Compliance

**General Assembly Common Shareholders**

Elects the members of the CA-CCR and the CF-CCR

Independent oversight body

**Fiscal Council**

## Compensation

GRI 2-19, 2-20

The Compensation Policy of the Statutory Executive Board, CA-CCR and Fiscal Council of CCR establish that the compensation of the effective members of CCR's CA-CCR will be fully fixed. Members of the CA-CCR will not receive variable compensation or additional compensation for their participation in the advisory committees of the CA-CCR. The details are set out in item 6 of this Policy.

The members of CCR's Statutory Executive Board are compensated for the following types of compensation: fixed, variable, benefits and funds to cover expenses in cases of definitive national transfer.

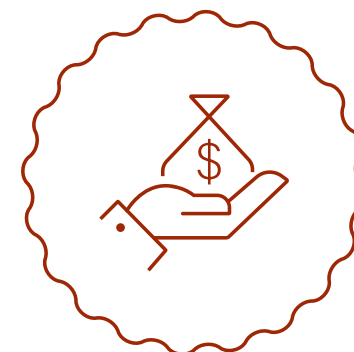
- Fixed compensation: it is represented by the base salary, fixed according to the position occupied by the professional, its representativeness and the values consistent with the market. It is established based on skills, knowledge and competencies and must be consistent with what the market practices in the segment in which the Company operates. Salary changes may be based on merit, promotion (depending on the director's access to a level of greater complexity in relation to the previous one), by revaluation of the position and by framework, resulting from the evolution of the market.
- Variable compensation: it is composed of two elements, the Profit Sharing Program - PLR (Law 10.101/00 and PLR Agreement) and the Long-Term Bonus Program (NOR 020-B - Bonus Program Standard). Additionally, NOR - 020B, non-public, approved on 11/21/2023 and includes the provisions on Clawback and Malus.

Moreover, in 2023, the Shareholders' Meeting approved the Long-Term Incentive Plan, which establishes the general conditions of the long-term incentive through the granting of Restricted Shares as a form of reward to eligible managers and employees of the Company and its subsidiaries as a result of superior performance evaluation and with the objective of motivating and retaining them, as well as aligning its interests with those of the Company and its shareholders.\*

The Company's compensation policies are prepared by the Executive Board, discussed within the scope of the People and

ESG Committee and approved by the CA-CCR, which monitors their execution. Their purpose is to ensure that the Company's compensation practice is in accordance with the legislation, rules and regulations that govern the matter.

In addition to the representation of market shareholders, through the participation of independent members in the CA-CCR, the Company, in its interactions with market analysts and proxies, evaluates the perceptions about the model currently practiced. Periodically, a process of evaluation of the Company's compensation is conducted with the support of a specialized consultancy for the purpose of verifying competitiveness when compared to market practices.



The Company's compensation policies are **prepared** by the Executive Board, **discussed** within the scope of the People and ESG Committee and **approved** by the CA-CCR.



\* For details, see Annex II of the Minutes of the Annual and Extraordinary General Meeting held on 19/04/2023 958f8252-bf98-2c6a-ee6b-1822b1d3a821 (mziq.com)

## Ethics & Compliance

INTELLECTUAL CAPITAL | GRI 2-6, 2-16, 2-23, 2-24, 2-25, 2-26, 3-3 E  
205-1 SASB IF-EN-510A.3, SV-PS-510A.1

At the CCR Group, we have as a principle respect for the laws and regulations applicable to our business, as well as a commitment to ethics and integrity in all our relationships, internal and external, private and public. These principles are part of the guidelines of our Code of Ethical Conduct and CCR's Clean Company and Anti-Corruption Policy, in line with the regulations defined by the Novo Mercado. In addition, the Code of Ethical Conduct for Third Parties establishes all the requirements for responsible action by suppliers, including engineering, security services and facilities companies, among others.

The CCR Group's Integrity Program meets the requirements of the ABNT NBR ISO37001 – Anti-Bribery Management System and ABNT NBR ISO37301 – Compliance Management System, with a commitment to continuous improvement and the implementation of the best market practices to combat bribery, corruption and fraud. In 2023, 100% of the units of which we maintain operational control were audited and certified.

The Program contains several policies and standards that deal with third-party risk assessment, donations and sponsorships, gifts and gifts, interaction with public officials, and conflicts of interest. The results of the Program are monitored periodically by the Audit, Compliance and Statutory Risks Committee. The CCR Group is a signatory to the UN Global Compact, especially the initiatives proposed by the Anti-Corruption Thematic Group, and is committed

to the adoption of the Integrity in the Construction Sector Booklet. In addition, we have set the following goals:

### Engage suppliers in a Culture of Compliance by 2025:

- Structured Supply Chain ESG Matrix and Protocol;
- Structured ESG indicators and targets throughout the supply chain

### Expand purchases from suppliers with sustainable criteria by 2023

- 100% of suppliers adhere to our commitments.

The Company periodically conducts mandatory training and refresher training for its employees, as well as awareness campaigns and additional training in line with specific demands identified in the exercise of business management.

The training takes place in person and online and covers all companies of the CCR Group. The Company has an internal training platform (mandatory and non-mandatory), in order to inform employees of internal guidelines and processes, reinforcing their service and continuous updating.

The face-to-face training or in distance learning format encompasses the various critical subjects and processes of the Company in alignment with the premises established in the Policies and Regulations, such as: Integrity Program, ESG Plan initiatives, risk management and internal controls, governance model and approval levels, purchasing and contracting process, good management practices, leadership and other topics of people and compensation, safety culture, diversity and inclusion, awareness on topics such as gender, LGBTQIAPN+, race and disability, inclusive communication, inclusive leadership, training for the Attraction and Selection and Health and Safety team with a focus on the inclusion of people with disabilities.



Annually, as a pillar of the Integrity Program, 5 types of Compliance training are applied to the following audiences:

- Online training for the administrative public: In order to reach employees who work in strategic areas and who make up processes relevant to the organizational structure, such as employees at the headquarters, the shared services center (SSC), leaders, specialists and analysts, the training reinforces the guidelines of the Code of Ethical Conduct and the Clean Company and Anti-Corruption Policy of the CCR Group and the main company standards.
- Online training for the operational public: Specially developed to ensure that the operational public can receive guidance regarding values, standards and other conducts exemplified in the Integrity Program, with the objective of disseminating the culture of compliance, publicizing the Confidential Channel and training Employees to develop their activities within the expected guidelines. The target audience of this training is employees working on the front line with customers and critical processes, such as collection and maintenance.
- Face-to-face training for administrative staff: With a focus on working directly with the leaders of the units and other audiences that work in support areas, such as legal, financial and service centers, this face-to-face training seeks to ensure proximity between high and middle leadership, Employees and the Compliance Area, taking day-to-day dilemmas to discuss and promote the pillars of the Integrity Program. The trainings are carried out in the presence of the unit's leadership, ensuring the "tone at the top" (example that comes from above) and engagement of all those present.
- Online "Hands-On Compliance" training for Strategic and High-Risk suppliers in partnership with Dom Cabral Foundation. The CCR Group understands that the sustainability and progress of its business depend on the efficient management of relationships with Third Parties based on integrity, transparency and ethics; basing the choice of its suppliers on technical, financial, quality, socio-environmental, ethical criteria and compliance with current legislation. In this way, the CCR Group conducts Training for Strategic and High Risk Suppliers according to the selection and mitigation plan in the Compliance report, online, whose

content includes the premises of the Code of Conduct and Ethics for Third Parties and the Clean Company Policy and Fight against Corruption and Bribery. The selected target audience are the partners/managers of partner companies and suppliers, and the certificate of completion of the training is an essential document for the continuity of the partnership and receipt of payments.

- Online training for contractors in positions  
In order to ensure that third parties who work directly in CCR Group processes can receive guidance regarding what is expected of them during the conduct of their activities, online training is made available following the hiring of the third party and is focused on the dissemination of essential guidelines related to the Code of Ethical Conduct. Clean Company Policy and Fight against Corruption, values of the CCR group and disclosure of the Confidential Channel.

These trainings and intense communication campaigns on the subject involved 93% of the employees trained in GRC – Governance, Risks and Compliance and more than 2 thousand service providers analyzed to identify risks that formally accepted the Code of Ethical Conduct for Third Parties.

In addition, the CCR Group has an application to declare interactions with politically exposed persons or declare a conflict of interest. It is a modern and very efficient risk management system for the integrity of the company's policies and standards.

The Confidential Channel is widely publicized in all policies and procedures, on the CCR Group's website and intranet and is part of ongoing internal communication campaigns. The Confidential Channel is one of the main tools for detecting irregularities, such as unethical, discriminatory acts, for presenting concerns and for seeking advice on how to implement the organization's policies and practices for responsible business conduct.

Understanding the need to publicize the treatment flows of reports received by the Confidential Channel, the CCR Group implemented a specific rule for the subject, the Confidential Channel Reports Treatment Standard (NOR 011), with the main objective of guiding users and disseminating the principles that guide it, which are: non-retaliation against whistleblowers in good faith, confidentiality, independence, anonymity and impartiality.

## Hands On Compliance Program

As a way to engage our suppliers, the CCR Group is an institutional sponsor of the "Hands on Compliance" training program in partnership with the Dom Cabral Foundation. It actively participates in the formation of new classes in order to spread knowledge among CCR's suppliers. Executives who work in small and medium-sized companies and are strategic partners of CCR, in the fields of engineering, construction, conservation, metallurgy, among others, participate in the course through a virtual environment for learning and exchange of experiences. In 2023, 259 companies were formed in Hands On compliance.



The Confidential Channel is managed by a specialized third-party company, operating seven days a week, 24 hours a day. All reports are recorded and there is a guarantee that there will be no discards for any reason. It can be reached by calling 0800 721 0759 or through the website [www.canalconfidencial.com.br/canalconfidencialccr](http://www.canalconfidencial.com.br/canalconfidencialccr).

In 2023, 64 reports linked to cases of discrimination were registered, 8 of which are still under analysis.

Periodically, crucial concerns are addressed by the Executive Board of the Compliance Area, together with the Audit, Compliance and Statutory Risks Committee. We have defined and robust processes for assessing and addressing the main points of concern, supported by the Governance, Risks and Compliance (GRC) area,

including the risk matrix, compliance system, internal audit, corporate governance and internal controls. The Internal Regulations of the Advisory Committees of the CA-CCR of the CCR Group define the main duties of the Audit, Compliance and Statutory Risks Committee ("CAC"), among which is the monitoring of the results of the CCR Group's Integrity Program.

The CCR Group's Compliance Area is responsible for handling and investigating all reports forwarded by the outsourced company, as well as sending them to Ceamd - Commission for Studies and Application of Disciplinary Measures, except for those that are registered in the areas of the Vice Presidency of GRC, Executive Board and President. These reports are forwarded and handled by the Coordinator of the Audit, Compliance and Risks Committee. In

2023, 49 cases were reported by the Compliance area at Ceamd 2023. This total encompasses cases of: Harassment; Conflict of Interest; Behavior deviation; Fraud, Theft and Theft; Violation of Laws and Violation of Policies. GRI 2-16

Ceamd is part of the set of procedures that ensure the prompt interruption of irregularities or infractions detected and the timely remediation of the damages generated that come to the attention of the Confidential Channel and is composed of three (3) effective members with voting power.

All these practices, policies and procedures, associated with the Authority and Purchasing Policies, incorporate and ensure the implementation of the commitments to responsible business conduct in all activities of the CCR Group.



**GRI 205-1 - Operations assessed for corruption-related risks**

	CCR GROUP	AIRPORTS	MOBILITY	HIGHWAYS	SERVICES CORPORATE
<b>2021</b>	92.9% <b>26</b>	100% <b>5</b>	83.3% <b>6</b>	100% <b>12</b>	75% <b>3</b>
<b>2022</b>	100% <b>27</b>	100% <b>7</b>	100% <b>6</b>	100% <b>11</b>	100% <b>3</b>
<b>2023</b>	100% <b>27</b>	100% <b>7</b>	100% <b>6</b>	100% <b>11</b>	100% <b>3</b>

**100% of our operations assessed for corruption-related risks:**

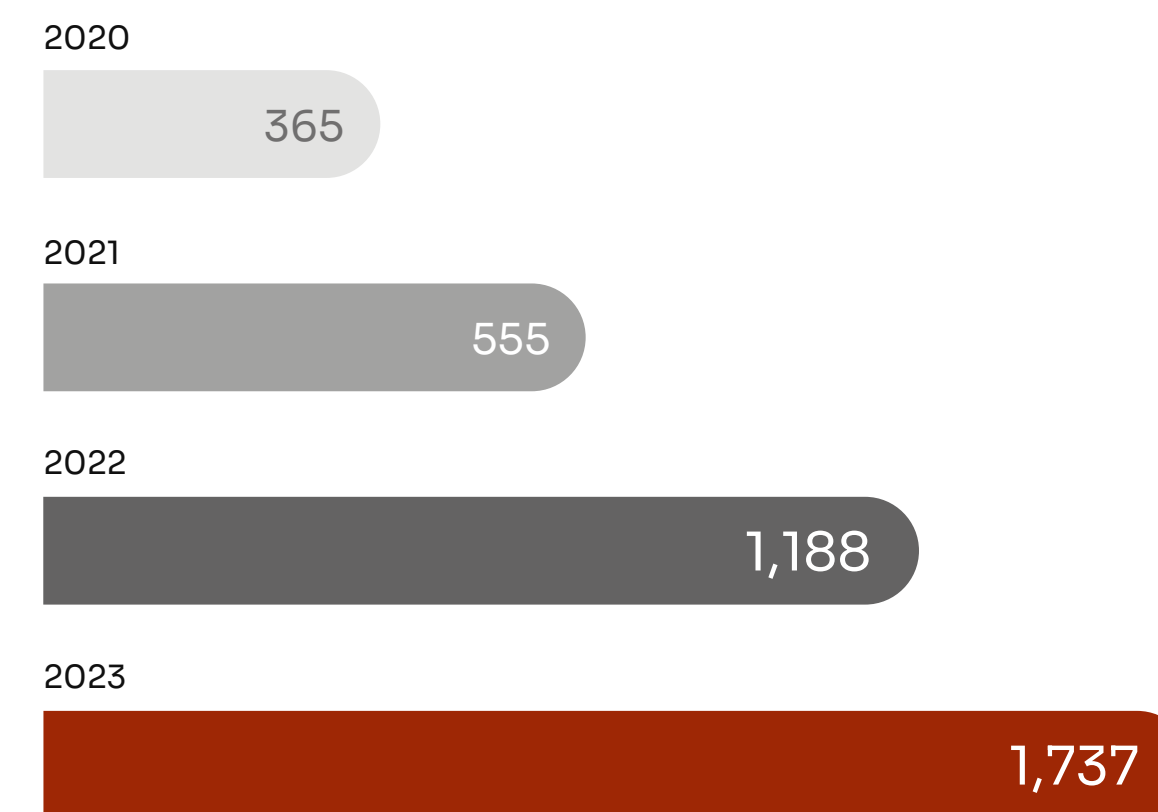
**HIGHWAYS (11):** CCR AutoBAn; CCR RodoAnel; CCR SPVias, CCR ViaOeste; CCR RioSP, CCR MSVia, CCR ViaLagos, CCR ViaCosteira; CCR ViaSul; Renovias; ViaRio

**AIRPORTS (7):** CCR Airports South Block, CCR Airports Midwest block; Pampulha; Curaçao; Aeris; BH Airport

**MOBILITY (6):** CCR Barcas, CCR Metrô Bahia, CCR ViaMobilidade - Lines 5 and 17, CCR ViaMobilidade - Lines 8 and 9; ViaQuatro; VLT

**CORPORATE SERVICES (3):** CCR S.A; GBS; SAMM

**Number of records in the confidential channel**



The confidential channel protocols directed to the special flow do not go through the Compliance purview, so they are handled directly by the CAC.

## Risk management

GRI 2-24

The CCR Group's Policies and Regulations are duly aligned with the Company's Risk Matrix, which in turn is approved by the CA-CCR and periodically reviewed. The CA-CCR, including with the support of the Advisory Committees, in addition to approving the Risk Management Policy, monitors the risks to which the Company is exposed, approves the Company's level of risk appetite and monitors compliance with the defined risk parameters. These definitions take into account the economic, environmental, social and human rights impacts related to the hiring of third parties and the operation of the CCR Group's business, as well as in portfolio increase decisions.

The Executive Board is ultimately responsible for the risk management of the CCR Group. It is responsible for defining the guidelines in alignment with the premises approved with the CA-CCR and ensuring the resources that ensure the proper functioning and effectiveness of risk management, promoting the integration of activities with the planning and management cycles of the CCR Group, as well as defining and monitoring the action and mitigation plans to reduce exposure to risk.

Risk issues are considered in the goals of the Executive Board for variable compensation purposes and are deployed internally, as defined in the Goals Deployment Standard, in order to ensure strategic alignment and execution at the various levels of the Company.

The Company has a centralized GRC (Governance, Risk and Compliance) area, which supports all business units in supervising and monitoring compliance with the Company's Policies and Regulations. The Corporate Risk area is responsible for managing the corporate risk management process, including its assessment, consolidation and prioritization of action plans, as well as playing an advisory role with risk owners, supporting them in identifying and treating, developing and providing methodologies, tools, systems, infrastructure and governance necessary to support the Risk Management process.

Impacts are assessed according to the Financial, Reputational, Operational, Regulatory, Health & Safety, and ESG Impact Dimensions. The evolution of issues related to risk management is monitored through reports and evaluations carried out by the Audit, Compliance and Risk Committee, which acts under the guidance of the Risk Management Policy.

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

As a result of the process, about 200 risk owners were established, who were assigned the monitoring and management of the mapped risks.

The Internal Controls area supports risk owners in the development of the necessary controls for the purpose of mitigating the identified risks. The governance area promotes acculturation, guides and monitors the execution of decision-making processes in accordance with the rules established in the Bylaws, in the Internal Regulations of the CA-CCR and Advisory Committees and in the Authority Policy of the CCR Group. The Compliance team continuously monitors a series of internal processes to identify any

non-compliance with rules defined in the Policies and Regulations, as well as to verify opportunities for improvement.

The Internal Audit area, which reports directly to the Audit, Compliance and Statutory Risks Committee, has the autonomy to independently audit the processes of the CCR Group as a whole, in light of the Policies, Regulations and legislation in force and in accordance with the audit plan annually approved by the Company's CA-CCR.

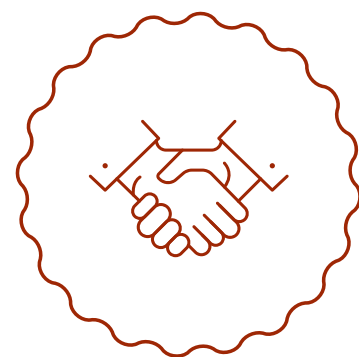
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NARRATION



WEBSITE ON  
CONTRAST  
SCREEN



**100%** of the business is integrated with the Risk Management and Compliance Process.



## Climate risks

The main objective of the Climate Risk Assessment is to analyze the physical risks of the different assets of CCR's business divisions (Highways, Mobility and Airports) and the transition risks that may affect CCR Group's business, in the horizons of 2030 and 2050, considering the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD).

To identify and assess the physical risks, the climate scenarios of the IPCC's (Intergovernmental Panel on Climate Change) Sixth Assessment Report (AR6) were considered. The Climate Change theme, present in the CCR Group's Corporate Risk Matrix and in the Risk Dictionary, is composed of physical risks and transition risks, based on their nature, following the TCFD classifications.

- Physical Risks – Chronic and Acute: The increase in the frequency and severity of extreme weather events in the regions where the CCR Group operates is assessed, considering relevant weather events in the context of our operations, such as floods, heat waves, storms, meteorological droughts, forest fires, strong winds and landslides.

- Transition Risks: Risks in the categories of Market, Reputation, Technology, Political and Legal are assessed. These risks are relevant in the context of a transition to a low-carbon economy and may affect CCR Group's business.

The mapped Climate Change risks follow the same risk management method applied to all CCR Group's corporate risks, and may generate different short, medium and long-term impacts, and their evolution is monitored through reports and evaluations by the Audit, Compliance and Statutory Risks Committee, which acts guided by the Risk Management Policy.

Impacts are assessed according to CCR's Corporate Risk Management Impact Dimensions: Financial, Reputational, Operational, Regulatory, Health and Safety, and Social-Environmental. In terms of impact, the information on demand for use and revenue generated by each asset of the CCR Group is also considered. For the probability analysis of climate risks, the IPCC climate scenarios (SSP2-4.5 and SSP3-7.0) for physical risks and the NGFS scenarios (NDC and Net Zero) for climate transition risks and opportunities are considered.

The implications of the occurrence of climate threats in operations were assessed, by type of asset, based on dialogue with the focal points for a better understanding of each asset's exposure to climate risks.

During 2023, CCR worked on integrating climate risks into its corporate risk management, through the redefinition of some processes, such as the onset of the registration of operational impacts caused by climate events, allowing the correlation of the events that occurred with the projections of climate threats indicated by the scenarios. Also, this was an El Niño year, known to influence extreme weather events in Brazil, such as heavy rains and droughts, which may represent a short-term climate risk to CCR Group's operations. Integrating climate risk analysis across different horizons enables a proactive response to extreme events, strengthening the company's resilience in the face of climate adversity.

In order to improve CCR Group's Climate Resilience, a specific assessment of the effects of El Niño was carried out and, as an Action Plan, a Working Group was prepared to evaluate measures to reduce the exposure of CCR Group's assets. In addition, this work had the support of market companies capable of bringing short, medium and long-term weather forecasts, for the preparation of strategic and tactical/operational reports, with the objective of preparing the Company to anticipate extreme weather events that may generate impacts on operational continuity.

The costs of measures taken to manage risks and studies related to the financial implications of climate change risks to estimate and analyze financial impacts, if applicable, will be analyzed in the coming cycles considering the TCFD recommendations.



## Conflict of interest

GRI 2-11, 2-15, 2-23

To assist in the monitoring of potential conflicts of interest, the Company's policies require the Company's Management to declare any conflicts of interest, as well as:

- shareholding or appointment to management positions in other companies, including suppliers or any third parties;
- kinship with other employees or with public officials;
- positions held in the Public Administration.

CCR's Policy on Transactions between Related Parties (POL 002) contains a specific provision indicating that when there is a conflict of interest, the party must be absent from the discussions. In cases of potential or actual conflict of interest by the Directors, the Vice President of Governance, Risks and Compliance submits the situations for evaluation by the Audit, Compliance and Risk Committee (CAC) composed of independent members.

The New Business Policy, revised in 2023, aims to establish guidelines and procedures to be observed in the engagement of the CCR Group and in New Business, in order to enable the execution of lawful, sustainable businesses that guarantee the perpetuity of the CCR Group. Among other points, it expressly establishes that the CCR Group's engagement in New Business must occur in strict accordance with the applicable competition legislation, and it is strictly forbidden to enter into any type of agreement, negotiation to convince eventual competitors to withdraw participation in Public Bidding or equivalent procedures or blackmail, in any other way, in order to obtain undue advantages or restrictions on competition of any kind.

None of the members of the Company's CA-CCR is an executive of CCR, and there is an express prohibition for the positions of CEO and President of CA-CCR to be held by the same person.



## Policies and Standards in force in 2023 on Ethics and Transparency:

GRI 2-23, 3-3

- Risk Management Policy\*
- Integrity Policy\*
- Clean Company Policy and Fight against Corruption and Bribery\*
- Social Responsibility Policy\*
- New Business Policy
- Interaction Standard with Public Agents\*
- Integrity Program Manual\*
- CCR Group's Code of Ethical Conduct\*
- Code of Ethical Conduct for Third Parties\*
- Donation and Sponsorship Policy
- Consequence Management and Non-Retaliation Policy
- Behavior Standard in Election Periods
- Conflict of Interest Rule

\* The public documents cited can be found in the Codes, Policies and Shareholders' Agreement section at <https://www.grupoccr.com.br/en/esg/governance/>

## Information Security

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

The executive body responsible for data privacy and security is the VP of Governance, Risk and Compliance, Corporate Security and Cybersecurity area. The person in charge of processing personal data is the executive manager of Information Security. Further, we have a specific vertical to deal with personal data protection issues within the area of information security.

The mapped risks of Information Security and LGPD (General Data Protection Law) follow the same risk management method applied to all Corporate Risks of the CCR Group, as described in the Reference Form (FR)<sup>1</sup>. Risks related to data security are present in the CCR Group's corporate risk matrix, and are related to non-compliance with privacy laws (LGPD) inherent to the operation, cyber stroking of CCR Group's network, systems or computer environments and supply chain, and confidentiality: leakage of confidential and critical information of the Company.

The evolution of issues related to risk management is monitored through reports and evaluations carried out by the CAC (Audit, Compliance and Risk Committee), which acts jointly guided by the Risk Management Policy. The CCR Group adopts several measures to mitigate and control Information Security and LGPD risks. The following are the main ones.

- Internal Normative Instruments: Information Classification and Control Standard, Information Security Standard;
- Code of Ethics and Conduct: confidentiality guidelines, Personal Data Management Standard and LGPD Normative Instruction for Compliance.
- Strategic Information Security Plan: establishes the implementation of several corporate projects to increase the maturity of the CCR Group's environment, including:

- External penetration testing;
- Internal testing (simulation of a malicious employee trying to leak information);
- Technology mechanisms (antivirus, edge firewall, ips-intrusion prevention system (to detect attacks and behaviors), antispam, content filters, internal firewall (to protect the transit of information from one network to another), uri restriction);
- Access management;
- Incident management;
- Encryption of notebooks;
- Security packages (wsus) for some Microsoft applications (Windows, for example);
- Segregation of operational and administrative networks;
- Data loss prevention;
- Classification of information;
- Threat intelligence;
- Communication and dissemination of information on information protection and classification and information security.

CCR has rules and policies related to the collection, use and retention of customer information, containing guidelines with the objective of establishing the protection of personal data, reinforcing the importance of adopting best practices and defining the responsibilities and limits of action of employees, service providers, partners and suppliers in the protection of personal data. All of our websites have Privacy Policies, Cookie Policies and Terms of Use and we have internal data protection policies for our employees and third parties, including all of our subsidiaries. For our suppliers, we have a Code of Ethics that covers compliance with the LGPD, as well as the protection of personal data.

We also have procedure PRO-024-Incident Management and Request and Services which covers data breach/incident response plan and what measures should be applied. CCR conducts regular internal/external audits of the Policies, systems and procedures with a minimum periodicity defined by the CA-CCR. External audits are carried out annually in accordance with the calendar for publication of the financial statements. Failure to comply with the provisions contained in the company's regulatory documents will subject managers and employees to the appropriate disciplinary actions under the terms of the CCR Group's "POL 010 - Consequence Management and Non-Retaliation Policy," without prejudice to other applicable legal measures. In addition, the company promotes awareness and training campaigns on information security and personal data protection topics.

For example, we have a corporate tool for training and awareness. There is exclusive and mandatory Information Security content that addresses topics related to Information Classification and Control, Information Assets, Personal Data, Access to Information and Incident Management. This training is assigned to all employees, third parties and/or temporary employees who have access to our data network. In addition, we use corporate communication channels to disseminate an Information Security culture to all stakeholders, such as Yammer, our world channel, corporate email, bulletin boards, among others. Details can be found in the privacy policies posted on our website, such as on the Privacy Policy page <https://www.grupoccr.com.br/politica-de-privacidade/>



In 2023, there were no **cases of** personal and business sensitive data breaches.

<sup>1</sup> - Please refer to items 5.1 and 7.8 of the [Reference Form](#).

# Positive impacts for employees and society

## WORKING ENVIRONMENT

HUMAN CAPITAL | GRI 2-7, 3-3

The people and management department at CCR Group is structured in four verticals: Union Relations; Management, focused on continuous improvement, digital transformation in HR, retention and employee experience; DHO - Human and Organizational Development; and QHSE - Quality, Health, Safety and Environment. In the last two years, the CCR Group had an organic growth in the number of employees due to the achievements of the South and Central Blocks and Lines 8 and 9 and the year 2023 was one of stabilization. In 2023, CCR ended the year with more than 17 thousand direct employees.

In 2023, there was a reorganization of some structures that were allocated to each Division of the CCR Group in order to act on the technical and managerial specificities of each modal. Another important

element was the definition of the new strategic planning, in which one of the pillars is the “Word-Class Competencies”.

The creation of this pillar aims to reinforce competencies in critical areas of success, manage talent to enable growth and value creation, cultural transformation with engaged teams (Integrity, Integration and Impact) and investments in innovation and digitalization. We are attentive to the challenges of diversity and inclusion and the digital transformation of HR in order to add value for internal customers, employees, but also for our external customer.

### Organizational climate

GRI 401-1 | SASB SV-PS-330A.2, SV-PS-330A.3

Since 2020, CCR has been conducting a Climate Survey with employees in relation to compensation, benefits and corporate environment policies and practices. In 2023, the stake rate was 74.6%, reaching 8.4 in the score.

Voluntary turnover in 2023 was 5.4%, which is considered low compared to market benchmarks.



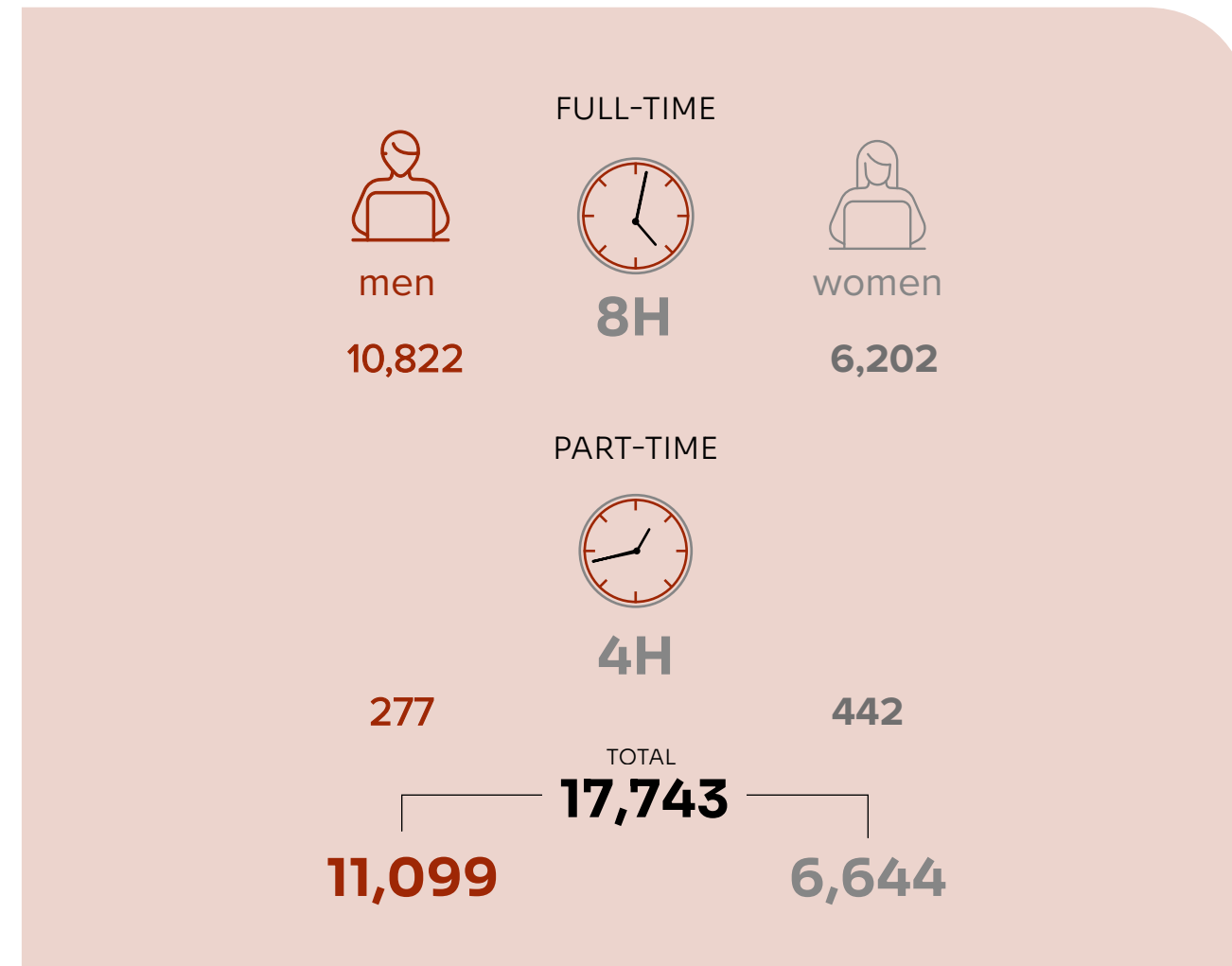
## Remote/flexible work

- Flexibility in terms of employees' entry and exit times, which provides a greater balance so that they can reconcile their work day with their personal and social routine
- It offers the possibility for employees to carry out their remote work day as defined in the policy;
- Short day: possibility for employees to leave earlier, which can be done once a month by means of a due agreement with their managers

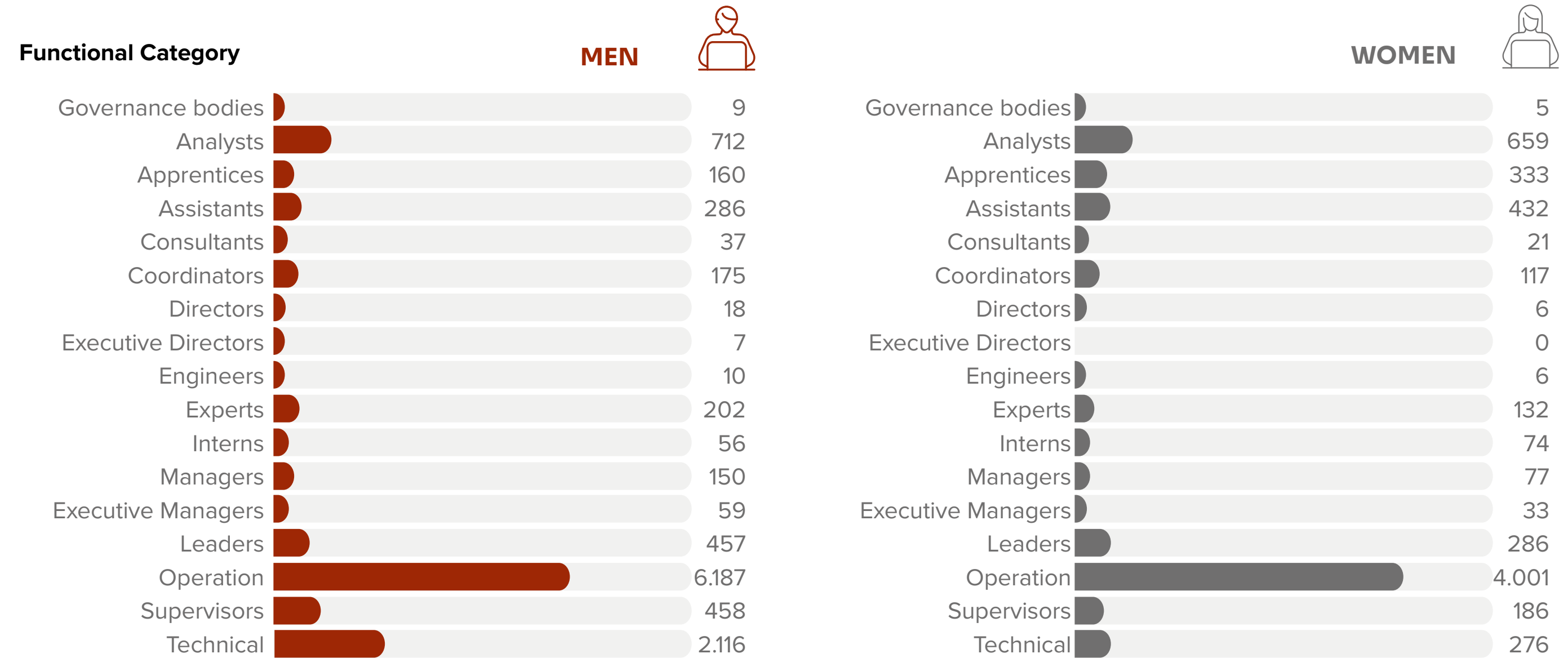
Turnover						
	CCR Group	Highways	Mobility	Airports	Services	Corporate
<b>Total</b>	<b>21.7%</b>	<b>30.3%</b>	<b>14.6%</b>	<b>30.2%</b>	<b>13.2%</b>	<b>17.7%</b>
Involuntary	14.6%	19.2%	11.1%	19.3%	8.9%	10.1%
Voluntary	5.4%	7.7%	2.9%	10.2%	4.2%	7.6%

Information on employees and other workers GRI 2-7

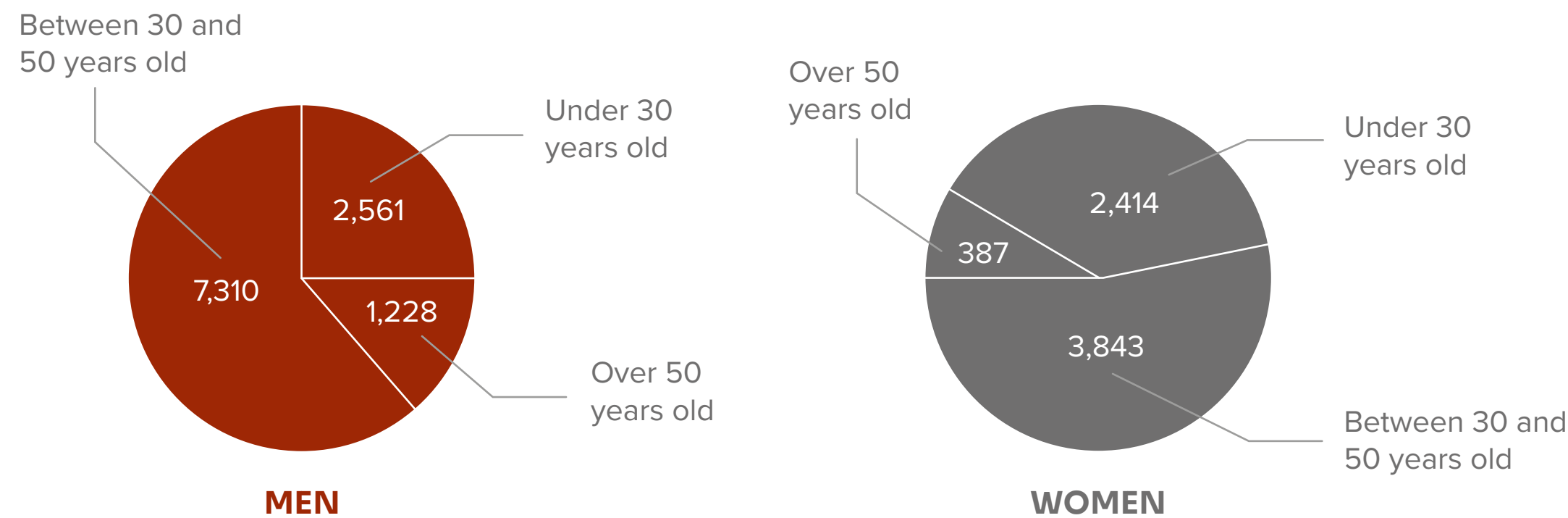
Type of contract



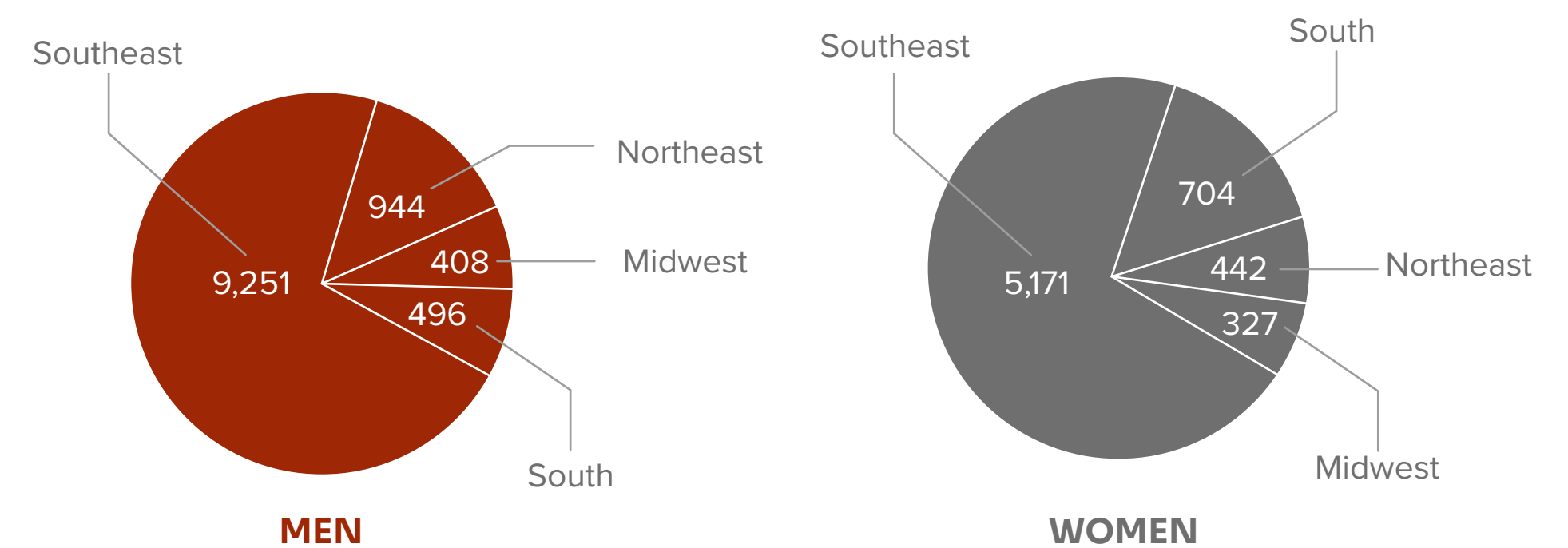
Functional Category



Age group



Region



### Employee Engagement (SASB SV-PS-330a.3)

	CCR GROUP				HIGHWAYS				MOBILITY				AIRPORTS				SERVICES/CORPORATE			
	2020	2021	2022	2023	2020	2021	2022	2023	2020	2021	2022	2023	2020	2021	2022	2023	2020	2021	2022	2023
<b>Participation rate in the Organizational Climate Survey</b>	82.1%	-	67.3%	74.6%	83%	-	63.8%	69.8%	79%	58.6%	67.4%	78.0%	67%	-	85%	94.0%	88.5%	75.7%	70.8%	70.7%
<b>Organizational Climate Survey Score</b>	80%	-	8.3	8.4	82.5%	-	8.3	8.5	77%	8.3	8.4	8.4	81.0%	-	8.4	8.5	80.0%	7.8	8.3	8.3

2020 - Engagement Survey conducted for the entire CCR Group according to the Korn Ferry methodology, whose scoring criterion is different from the Pulses methodology.

2021 - Pulse survey carried out with Pulses, pilot for the CCR, GBS and Metrô Bahia units.

The Pulses methodology was fully used from the year 2022.

### Training & Development

The CCR Academy was consolidated in 2023 and delivered its objective of assessing the needs of the units and the employees' competency matrix for the development of training that considers technical and leadership aspects. Based on the new strategic plan "Leading the mobility sector, with a focus on creating sustainable value," the challenge will be to focus on the development of essential skills for the business.

In 2023, the main highlights were:

- Training for all leadership, from the first leadership to the company's executives.
- We also count on the revitalization of the academy's learning system, which is also available on several mobile devices, including a mobile application.
- We structured the coordination of the academy's operations for each modal of the organization, mobility academy, airport academy and highway academy, having professionals and a structure ready and specialized to meet the needs of each business.

In addition, for example, the Corporate Education Standard guarantees employees reimbursements or programs aimed at external professional development (such as postgraduate and master's degrees, and languages), and, in 2023, 126 employees used the benefit.

Our talent management strategy is based on a few key pillars. The first of these is attracting and retaining top talent. To achieve this goal, we focus on a motivating work environment, encouraging internal mobility and upskilling, that is, providing opportunities for our employees to improve their skills and, therefore, achieve even better performance. We also focus on promoting diversity and inclusion (*read more below*) and are constantly improving our internal architecture to provide better career paths. Another important point is the mapping of leaderships and succession models and possibilities.

During 2023, the **Leadership Development Program** reached a record number of participants, with regard to leadership at the level of executive managers to CEOs, we applied two modules in 2023 and a module scheduled to start in 2024, with 20 hours of development and 130 trained leaders, with 92% engagement in participation. When we talk about leadership at the level of supervisors to managers, we have five Core modules, and for this

year, we had two new modules: five Performance and six Career, reaching a participation of 80.47% of leadership engagement. When we talk about first leadership, we worked with three seasons with a total of average participation in 74.24% of leaders and supervisors engaged in the themes.

For the senior leadership audience, executive managers, directors and presidents, the objective is to expand the participants' perception of new ecosystem variables that impact the CCR business, as well as to broaden the participants' view of the global and macroeconomic context and of factors that increase management complexity. The content for this audience includes the Strategic & Management, High Performance Leadership and Career Development drivers, five video lessons with company cases and complementary materials available on the platform. The workshops have a total workload of 20 hours and there is a collective dynamic of online closing.

The **Leadership Journey** was designed to meet the needs of the first leadership (approximately 150 leaders) and involves three main themes: Recognizing the New Environment, Fundamentals of People Management and Sustaining Performance. Workshops have a charge of 27 hours. They propose to equip new leaders with tools and information

to manage people and to adopt a more strategic look, consistent with the business objectives. The training includes meetings between participants to discuss leadership challenges, practices adopted, and learnings.

The **Mentoring Program**, on the other hand, aims to engage senior leaders in the challenge of forming a more mature leadership ready for the challenges of CCR. It works as a way to encourage a culture of learning and to support leadership in the training of successors, generating and enhancing learning from mentors and mentees. The total course load is 12 hours.

Regarding **Mental Health**, the training for leaders addresses topics such as: Dealing with Stress, Self-Knowledge and Self-Care, and How to Overcome Difficult Moments. The proposal is to help in the recognition and management of stress, increase well-being and acquire skills to face difficulties that occur during personal and professional trajectories. The full charge is three hours.

The training in **Diversity and Inclusion** includes two online courses, we transmit content on concepts of diversity and inclusion, gender, LGBTQIAP+, race and ethnicity, people with disabilities, generational diversity, religious diversity, immigrants and refugees, aesthetic diversity and other diversities. We also address attitudes, behaviors, tips, strategies for learning from mistakes, human rights, CCR commitments, and access to the confidential channel. Both are complemented by tests applied to all employees.

## Diversity and inclusion

GRI 3-3 | SASB SV-PS-330a.1

Diversity among employees is valued and is part of CCR's strategic agenda. Among the characteristics of our employees, we can highlight that:

- there are collaborators from several states in Brazil and even from other nationalities;
- women make up 37% of the team;
- 46% of employees are black (black and brown)\*;
- 48% of people hired in 2023 are up to 30 years old.

We want to further support diversity and inclusion in our business. That's why we're working on a broad and well-structured diversity and inclusion program. Our ambition is for it to be a benchmark in the market. This program will be presented to our CA-CCR in 2024 and, upon its approval, we will publicly disclose additional commitments in relation to the matter.

The diversity and inclusion agenda is treated in a transversal and multidisciplinary way. In this sense, in 2023 the CCR Group set the goal of 60% of women for new high and middle leadership positions, linked to the PLR and monitored by the executive board throughout the year. The engagement of the racial self-declaration of employees was continued, structuring action for the beginning of discussions and analyses related to race, standardization of the process of adoption of the social name for trans employees and the process of self-declaration of gender identity began. By December 2023, 85.8% of active employees had self-declared their race.

In addition, the Human Rights, Diversity and Inclusion Standard was approved, which aims to support CCR's employees in promoting a culture oriented to Diversity and Inclusion, respect for Human Rights in our operations and communities. Part of the Diversity and Inclusion agenda, it includes a series of communication and training actions for employees and key areas, on topics such as gender, race, disability and affective-sexual diversity, aiming to promote awareness that contributes to a more inclusive environment for people from underrepresented groups, with the participation of employees. Between January and December 2023, there were more than 2,200 participations in conversation circles.

Distance learning training on Diversity and Inclusion is also available to employees, in two modules, directing reflections on the main concepts, causes of D&I and inclusive behavior.

The Educational Solutions team in the Corporate Education area underwent training in D&I and, People and Management and members of the D&I Commission underwent training in unconscious biases, totaling 68 professionals of active employees in December/2023, more than 3,700 participations in the two phases.

In 2023, the ratio between the average annual compensation of women and men was 77% and the ratio between the average base salaries of women and men was 84%, with women representing 37% of the workforce. In 2023, the company began a study to diagnose the gender pay gap, with the implementation of an action plan to mitigate possible inequalities.

The Attraction and Selection area has invested efforts to improve processes, and train the team and work integrated with the team of Business Partners. The Diversity Commission created in 2022 and has 15 members (employees from different businesses, positions and personal and professional trajectories), in 2023 held 11 meetings, aiming at the participation of this group in identifying opportunities for improvements in People and Management practices, participation in projects and awareness. The Women's Development Program, which aims to enhance the careers of our employees, ended with the mark of 15% promotion of participants to leadership positions, until May/2023.

The mentoring program "Elas por Elas", carried out by the Elas working group, engaged more than 220 employees, including mentees, aiming to stimulate professional protagonism and stimulate the expansion of female representation in the general and leadership staff.

\* Of the total workforce, 39% declare themselves black or brown. Of the total self-declared people, 46% are black.



## SAFETY OF EMPLOYEES AND CUSTOMERS

GRI 3-3, 403-9 | SASB IF-EN-320a.1 | SASB IF-EN-410a.1

Safety is a non-negotiable value at CCR Group. Our first value is to ensure the safety of our employees, third parties and customers by promoting a “Zero Accident” culture. Relevant efforts have been made to make the rates lower and lower.

### Workplace safety

In order to reduce operational deviations and negative impacts, CCR establishes the Occupational Safety Policy in integration with occupational health, approved by the Board of Directors and published (POL 025), with applicability to all Business Units of the CCR Group, including subsidiaries and service providers. The Security Policy includes an internal audit plan to verify the adherence of the business units to the established guidelines. In addition, the units that have certifications in the ISO standard have their policies audited and certified.

Health and Safety strategies and performance are analyzed and defined in the ESG Master Plan - Health and Safety, which is aligned with the new principles that guide CCR's Safety Culture presented by our CEO at CCR Day 2023. The Health and Safety performance of the CCR Group is managed by the executives through the Safe Operation Committee, which holds periodic meetings to monitor the Health and Safety performance of the units, with critical analysis of indicators and deliberations on corrective and preventive actions. The performance results are presented monthly to the Board of Directors, together with good management practices and in alignment with the group's strategic safety plan.

The corporate areas of Health and Safety deal with issues related to Health and Safety management in a strategic way, and are structured in such a way as to have specialized professionals, working transversally with the operational areas of Quality, Health, Safety and Environment (QHSE) of the platforms and business units.

To monitor the performance of Health and Safety Management, goals are defined focused on the reduction of accidents, incidents, and the proactive performance of operational risk management and control tools. CCR carries out quantitative and qualitative monitoring of the goals established for the evaluation of safety performance, and the disclosure of the results is presented monthly at the meetings of the performance committees. The health and safety performance of third parties is monitored in the same way, with the requirement to comply with applicable legal requirements, in addition to the reporting and measurement of strategic indicators for the management of Occupational Health and Safety.

For third parties, throughout 2023, actions were put in place to ensure that the management indicators of service providers for work safety had criteria in alignment with those applied to their own employees. In this way, TFCA was monitored, as well as environmental occurrences and absenteeism. With this consolidated base and CCR's occupational safety strategy, the goals for the year 2024 were defined, always with the vision of improving management and reducing deviations, incidents and accidents.

The TFCA target for the year 2023 was up to 2.63 for own employees. The Safe Operation Program is being implemented to ensure the continuous and consistent reduction of the results indexes in the search for the neutralization of the occurrences of accidents - zero accidents. In 2023, the result of the TFCA indicator had a significant drop compared to the previous year, of 50.8%, closing at 2.35 for own employees. The number stood at 7.26 for third-party employees.

CCR's units maintain routines for the identification and treatment of risks related to occupational health and safety, and the applicable legal requirements that deal with the subject are complied with, including the preparation of Risk Management Programs (PGR), periodically verified by internal inspections and audits. In 2023, four internal audits were carried out by the corporate team at the ViaMobilidade Line 5, Lines 8 and 9 and Highways, ViaSul and ViaCosteira units. Hazard and risk assessments are carried out to identify possible sources of risks in work environments and processes, and risk analyses are applicable in any type of routine and non-routine activity. For critical activities, risk analysis is done through the Preliminary Risk Assessment (PRA), which prioritizes control by classifying the risk through a hazard and risk matrix, taking into account the severity and frequency of exposure. The quantitative goals are related to the gradual reduction of incidents and the effective participation of employees in the Safety Culture program.

In the Business Units of the CCR Group, the Emergency Response Plan (PAE) is established, which defines the actions for emergency care,



according to the scenario of the occurrence. The plan establishes actions to be carried out, communications and prevention, and is coordinated by the Units' Occupational Safety.

The evaluation of progress in the reduction and prevention of health problems and risks is done through the Occupational Health Medical Control Program (PCMSO), health profile, action protocols of the Primary Care Center (NAP), Pulse Survey and general health indicators. Audits are carried out in Business Units that have Health and Safety management certification and/or ISO 45001 implementation. The Corporate Internal Audit Program is also applied, which verifies the adherence of the Units to Health and Safety policies.

The following certified Business Units receive independent external audits of the Health and Safety programs:

- **tag. CCR ViaSul:** ISO 9001:2015 certified; ISO 14001:2015; ISO 45001:2018 and accredited to 39001:2015;
- **tag. CCR ViaOeste:** ISO 9001:2015 certified; ISO 14001:2015; ISO 45001:2018, in ISO 39001:2015 certification;
- **tag. CCR Rodoanel:** ISO 9001:2015 certified; ISO 14001:2015 and ISO 45001:2018, in ISO 39001:2015 certification

For any occurrence of an accident or occupational disease, the unit must follow the guidelines of the procedure for the investigation, analysis and prevention of occupational accidents. This procedure defines the communication deadlines for each type of occurrence, the analysis tools, and the communication flow. For each case carried out, CCR defines the control and scope actions, which can and should be implemented in all of the company's operating units. The objective of occurrence analysis is to identify the causes and opportunities for improvements in the process in a preventive manner, in order to avoid the recurrence of accidents.

CCR invests in the safety culture program, in addition to complying with legal requirements, with the objective of reducing operational deviations and promoting safe, healthy and healthy environments for employees and third parties. This program is based on tools that influence employees to have preventive and proactive behavior, considering:

- **Behavioral Observation (BO):** promotes the Interaction of the Leader with the Subordinate to correct unsafe behaviors and provide safe practices in the work environment.
- **Safe Practices Index (SPI):** technical inspection carried out by the Safety team in the workplace in order to identify and address the risks of accidents.
- **Eu Vejo Eu Protejo:** tool for reporting risks and unsafe conditions in the workplace for all employees.

Another preventive factor for success in risk control and safety management is applied training, from integration to specific training by function, which brings the principles of the safety culture project, in addition to meeting legal requirements. In the case of third-party employees, there are Health and Safety criteria included in the contract template, as well as in the third-party manual. The training offered to employees in health and safety is carried out online on the HCM platform, or in person. In them, several themes involving the two work fronts are addressed:

- Mandatory training that CCR's business units must comply with. They are based on Brazilian and international legislation and each modal has its particularities, but there are common qualifications for all, such as: work at height; occupational safety and health in confined spaces; PPE and CPE training (personal protective equipment and collective protective equipment); New Employee Onboarding and third parties (whenever there is a new intervention in the company); machinery and equipment; safety in installations and services in electricity, among others.
- Training related to the Safety Culture project is carried out in partnership with a reference consultancy on the subject, encompassing subjects such as Risk Factor; INcinv; DNA; SOS; OC - Behavioral Observation and VCT - Duty Cycle Verification

CCR Group executives are evaluated and have as variable compensation criteria (Profit Sharing Program, PPLR) several indicators,

including indicators that may be impacted by Health and Safety performance. Thus, efforts in the development of preventive programs (Safety Culture) aim to gradually reduce incident rates/rates.

The Safety Culture Project has demonstrated its effectiveness in controlling risks associated with work, and in developing organizational maturity in the face of the challenges of providing a safe environment for employees. The gradual reduction in the accident rate in the last year shows the positive result of the cultural transformation in the group, which is based on five pillars: compliance with legal requirements; the standardization of processes; the control of operational risks; the awareness and training of people and the continuous improvement of safety management. With the purpose of keeping people healthy, safe and available for their activities, CCR's Safety Management seeks to ensure business continuity, demonstrating operational reliability.



## Promotion of physical and mental health

GRI 3-3 | 403-6

### Benefits focused on employee health:

- Health and dental plan: 100% of own employees and legal dependents.
- Flu vaccination campaigns: 100% of own employees and legal dependents.
- NAP: 100% of own employees and legal dependents.
- NAS: 100% of own employees and legal dependents.
- Chronic Program: 100% of own employees and legal dependents with chronic diseases
- Gympass: available to 100% of own employees and legal dependents.
- Viva Bem Support Program (EAP): 100% of own employees and legal dependents.
- OrienteMe: 100% of own employees and legal dependents.
- Orthopedics in focus: 100% of own employees and legal dependents who are undergoing orthopedic treatment
- Health Outpatient Clinic in the Units
- 100% of own employees
- Daycare Allowance - Benefit granted to mothers and fathers when they return to work, contributing to the care process of their child.

Workers' access to health services (health insurance) is a guaranteed benefit. In the CCR Group, it is also included in a collective agreement. In addition, we offer care through the Primary Care Center (NAP), with family doctors and nurses, who serve not only our employees but also their legal dependents completely free of charge and without co-participation (as occurs in the health plan). NAP care is provided online or face-to-face (in some units) and all chronic patients began to be monitored by the NAP in 2023.

In addition, we also started to offer lines of mental health care and started to have a psychiatrist on the team, evolving into the Secondary Care Center (NAS). The occupational health team is even able to quickly refer cases to the NAP and NAS, facilitating the journey of access to prevention, care and assistance.

In order to translate our values and our commitment to the health and well-being, not only of our employees, but also of their legal dependents, we were driven to consolidate all our practices into a single Program: Viva Bem, based on four pillars: physical, social, mental and financial. Created with the objective of organizing access to the care journey we offer, it brings together several health and well-being tools that are available to everyone. Among them, the NAP, Pregnant Programs, Chronic Diseases, Online Psychotherapy, Physical Activity Incentive, Employee Assistance Program (EAP), among others, stand out. We carry out several awareness and health promotion campaigns, including the annual flu vaccination campaign, and disease prevention campaigns. It is important to note that the management of all health and well-being programs is carried out by a CCR corporate health team, dedicated to ensuring the quality and effectiveness of all programs, as well as identifying opportunities for improvement so that everyone has easy access to the care they so desperately need.

In some CCR units, a space is offered reserved for mothers so that they can, upon their return from leave, be able to continue expressing breast milk. (Corporate Center, SSC and AutoBAN headquarters). It is expected to be implemented in 2024 at the Bahia Metro Headquarters and ViaMobilidade Headquarters line 8 and 9.

In relation to extended maternity and paternity leave, CCR, through the Corporate Citizen Program, gives our mothers the opportunity to accompany their child until the sixth month of life, and fathers extend the leave from 5 to 20 days, encouraging active fatherhood.



## QUALITY OF SERVICES

GRI 2-25, 3-3 | SASB TR-RO-540A.1

The CCR Group works to provide comfort, fluidity and safety for those who use the highways, trains, subways, airports and ferries managed by the company. We combine innovation, technology and best practices in engineering, in addition to the constant qualification and training of teams, with the objective of transforming the experience of people who use our modes in all regions of Brazil.

### CCR Highways

CCR Highways, through the concessionaires, periodically participates in the meetings of the Safety and Operational Quality Committee of ABCR-Brazilian Association of Highway Concessionaires (Best Highways in Brazil). ABCR has an annual calendar of traffic safety education campaigns according to specific themes suggested by Contran. In addition, it implements the Accident Reduction Program (PRA), a contractual obligation in which concessionaires carry out monthly monitoring of indicators and develop action plans to contribute to SDG 3 Health and Well-Being, which deals with the reduction of deaths and injuries on the roads in line with the second Decade of Road Safety 2021-2030 established by the UN.

In 2022, the CCR Group launched the Move Away Movement, whose main objective is to prevent accidents and reduce risks for professionals who work on highways, in maintenance services or providing support to drivers in mechanical assistance or medical emergencies. The initiative takes place through orientation banners, electronic panels, messages on the dealerships' website, app and banners deployed in all bases and operational vehicles, in addition to insertions in media, with the following words: "When observing a vehicle in service, change lanes" or "When observing a vehicle in service, reduce speed". The Movement was adhered to and implemented by two other large groups of concessionaires in Brazil (Arteris and EcoRodovias), demonstrating the importance of the theme.



In addition, the CCR Group is a regular participant in the National Traffic Week. Throughout the Group, about 80 awareness actions were carried out for motorcyclists, drivers, cyclists, pedestrians and truck drivers, in addition to the Company's internal public. They took place in the states of São Paulo, Rio de Janeiro, Mato Grosso do Sul, Santa Catarina and Rio Grande do Sul, in partnership with the Military Highway Police and the Federal Highway Police and other partners.



We combine innovation, technology, engineering best practices and constant training, with the aim of **transforming the experience of the people** who use our platforms.

Throughout the period, the electronic panels installed on the highways displayed guidance messages. The program also included guidance for cyclists, reinforcement on the importance of wearing seat belts for passengers on intercity buses, a simulated accident with dangerous products and a simulated blind spot between motorcycle and truck. More than 40,000 customers were directly impacted by the actions taken, without considering the indirect impact caused by news and posts on social media.

Initiatives of this nature contribute to the improvement of road safety indicators. The main road safety indicators are the Accident and Mortality rates, which in 2023 were 0.77 and 1.56, respectively. These data indicate that the highways managed by CCR Highways

are among the safest in South America.

Always seeking to improve the safety of our customers and employees, we are reinforcing initiatives to publicize our Stand Away program - which guides road users to change lanes and distance themselves from the teams that are providing services on the highways (e.g., attending to accidents and breakdowns, vehicle removals etc.).

All our customers can contact us for emergencies, information or suggestions through our service channels. Each demand is identified and analyzed, and the complaints are directed to the ombudsman, who evaluates them and forwards them to the relevant areas for knowledge and treatment. Upon receiving feedback from the areas, the ombudsman analyzes whether the contractual

obligations have been met and checks other variables and, subsequently, issues a response to the client. Periodic reports are produced for the regulatory agencies (Artesp and ANTT). To improve the relationship between dealerships and customers, satisfaction surveys are conducted on the dealerships' websites and, in addition, monthly reports are produced compiling quantitative demands and comparing the results obtained with the previous period.

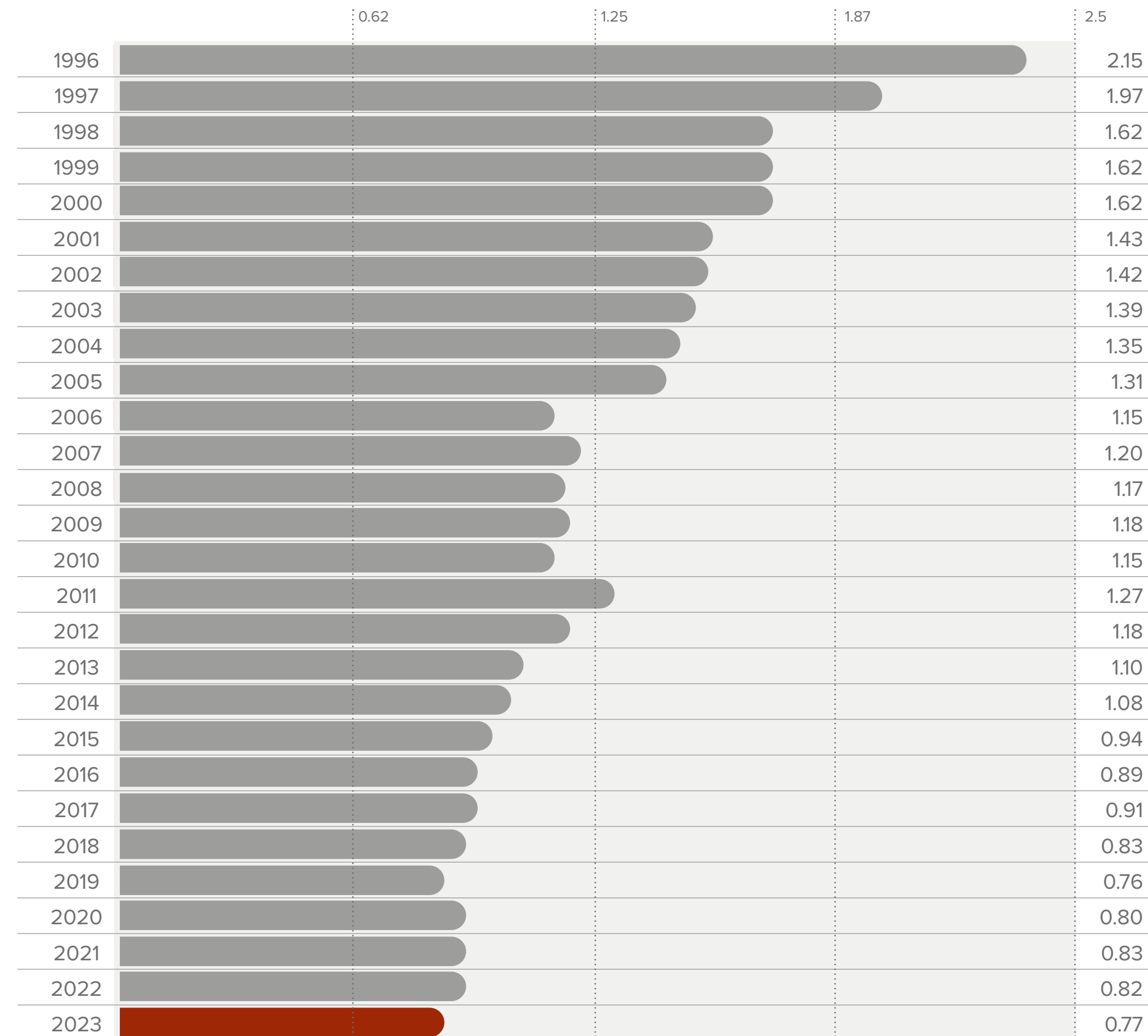
The available service channels are: Dial 800 (24-hour continuous service for all federal and state concessionaires), Contact Us (via website), WhatsApp, regulatory agencies Artesp (state) and ANTT (federal). In addition to them, there are specific channels for state concessions.



### Road Safety

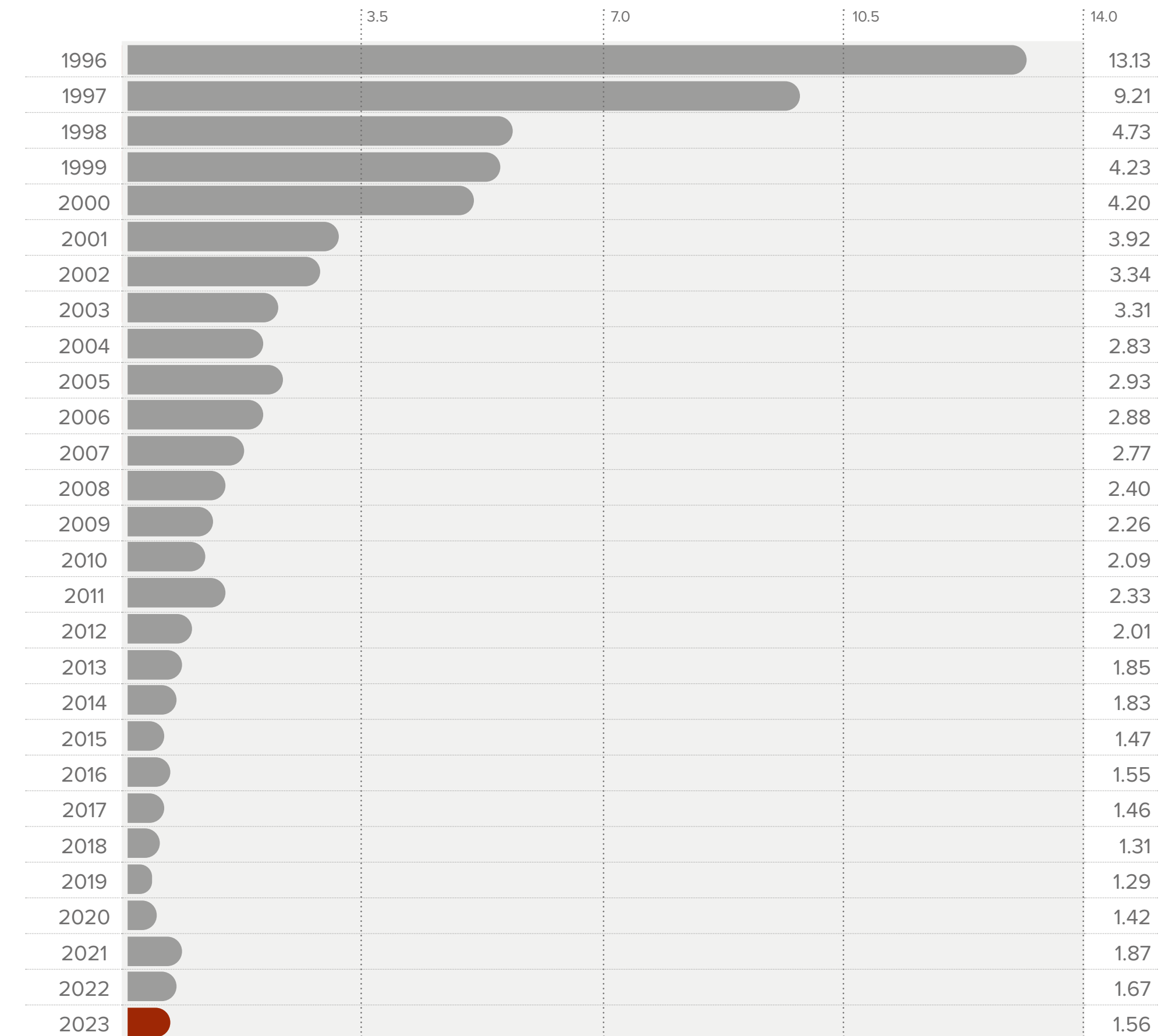
#### Accident Index (Ia)

△  $\frac{1996}{2023}$  (%) = -64%



#### Mortality Rate (Im)

△  $\frac{1996}{2023}$  (%) = -88%\*



Accident Index = (Number of accidents of any nature \* 1,000,000)/(Length of the stretch in kilometers \* Average daily volume of vehicles in the homogeneous segment \* Number of days in the period)

\*\*Units covered: CCR AutoBAn, CCR RodoAnel, CCR ViaOeste, CCR SPVias, CCR ViaLagos, CCR ViaCosteira, CCR ViaSul, CCR RioSP, CCR

Mortality Rate = (Number of Fatal Accidents at the Site \* 100,000,000)/(Length of the Stretch in Kilometers \* Average Daily Volume of Vehicles in the Homogeneous Segment \* Number of Days in the Period).

\* Until 2020, accidents in which death was confirmed at the scene were considered fatal. As of 2021, São Paulo highways began to consider as fatal victims all those whose death occurred within 24 hours of the moment of the accident

\*\* Units covered: CCR AutoBAn, CCR RodoAnel, CCR ViaOeste, CCR SPVias, CCR ViaLagos, CCR ViaCosteira, CCR ViaSul, CCR RioSP, CCR MSVia, ViaRio, Renovias

## CCR Mobility

CCR Mobility dealerships also have service channels for monitoring customer questions and complaints. The work is centralized in ombudsman offices that analyze complaints, grievances and demands and, if necessary, forward them to the respective areas for the necessary measures. Manifestations are recorded in specific systems, such as KCOM, Sigom and KSAC, can be audited when necessary and generate indicators for monitoring and consultation by internal and external audits. The ombudsmen also organize and/or conduct training for the service teams and conduct customer satisfaction surveys to raise points of attention and opportunities for improvement.

The dealerships have 0800 service channels, Contact Us form (via website), e-mail and WhatsApp (via chatbot). Some of them also have specific channels. This is the case of CCR Metrô Bahia, with its Itinerant Ombudsman and Active Ombudsman—in the latter, customers have the opportunity to dialogue in person or online with the company's director and managers and have their demands answered during the service. Most operations have their own social media (Facebook, Instagram, LinkedIn and X [formerly Twitter], in general), which act as an interface for a first contact and forward complaints, grievances and demands to the relevant channels. The deadlines for responding to complaints, grievances and demands vary between 5 and 20 days depending on the concessionaire, with the exception of reimbursement cases and legal issues.



## CCR Airports

In order to receive and repair any negative impacts, the concessionaire of CCR Airports provides an integrated service system, consisting of the 0800 service channel, ombudsman and complaints registered in Reclame aqui. It is through this system that all complaints are captured, registered and properly handled, allowing concessionaires to act more quickly, actively and systemically, especially on issues considered potentially critical/sensitive. Complaints are registered and captured through: (i) the organization's website, (ii) social networks, (iii) the ombudsman's own e-mail and also (iv) through the 0800 call center.

All registered complaints, in addition to being properly handled within the reporting system, result in data and information that feed the strategic dashboards and management reports for follow-up and monitoring of more sensitive points and/or with some negative impact. In addition, as part of the contractual obligation, the concessionaires periodically prepare action plans with the main points claimed, which go through a consultation process with interested parties, such as Airlines. Another important aspect is that there is a specific process for the treatment of points considered to be of high criticality.

As a result of the process of monitoring and handling complaints, all suggestions and/or complaints are duly analyzed and, whenever possible and/or applicable, the improvements implemented are duly informed (as feedback) to the related parties. The effectiveness of the system and grievance mechanism process can be verified through evaluations within the registration system itself, direct contact with the end-user for feedback, follow-up of compliments and/or complaints about the system itself and process as a whole, and by the lack of recurrence/feedback of a particular point already addressed within the system.

## Service Channel

- In December 2023, CCR Airports introduced an innovative service channel at the airports of the South, Central and Pampulha Blocks, significantly improving the customer experience. This initiative included the implementation of self-service kiosks with an advanced technological interface, offering passengers easy access to vital information. This information ranges from the location of specific services to details about the airlines and practical guides for travelers.
- The totems stand out for allowing videoconferences, promoting a more humanized communication and aligned with the peculiarities and behaviors of the different regions. This solution not only raises the bar for service efficiency, but also stands out for its inclusive approach, ensuring that all passengers enjoy an accessible and unique experience.
- In addition to their practical functionalities, the design of the totems incorporates cultural elements and regional characteristics, strengthening ties between passengers and the local community. This strategy reflects the company's commitment to respecting and valuing regional cultural diversity.



## COMMUNITY RELATIONS

SOCIAL AND RELATIONSHIP CAPITAL | GRI 3-3, 413-1

### CCR Institute Activities

The CCR Institute is a private non-profit institution, created in 2014, to manage the CCR Group's social investment. The objective is to expand the concept of mobility through initiatives of education and culture, mobility and sustainable cities, and health and safety, seeking to contribute to the transformation of cities. CCR's business is a vector of economic development. In this sense, in 2023, we updated the Institute's strategic focuses, which now include the theme of mobility and sustainable cities.

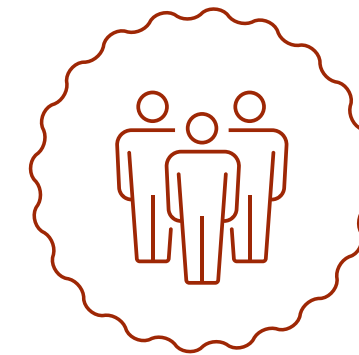
An important development that took place in 2023 was the reorganization of the Board of Directors of the CCR Institute, chaired by an independent member. The measure aims to further strengthen the institution and reinforce its role of centralizing CCR Group's social investments in incentivized projects, owners, campaigns and volunteer actions. We have defined a new public commitment to increase the impact of social investment with the ambition of allocating more than R\$ 500 million between own and incentivized resources to social projects by 2030.

We are structuring new initiatives with a much greater focus on democratizing access to education and culture. We will give more power to current projects to expand their impacts, seeking to expand access to museums and regional and national cultural mechanisms. We also intend to develop new initiatives that promote more sustainable cities. The health and safety pillar is transversal and directly connected to our business. We will seek to work more and more on the social license to operate, placing the Institute as a support to business. This approach will allow municipalities, their citizens and communities to have knowledge and sensitivity that CCR has arrived in that location. This will make it possible to expand the participation, mobilization and articulation of social groups and local councils to represent the interests of the communities.

The Institute is responsible for the entire management of incentivized projects, campaigns, volunteering and proprietary and continuous programs, such as Pathways to Citizenship, which

serves more than 700 public schools, and Pathways to Health, which offers about 50,000 health care services per year for truck drivers, motorcyclists, cyclists and urban mobility passengers.

Social investment is directed to generate positive impact and aligned with the UN Sustainable Development Goals Health and Security (SDG 3), Education and Culture (SDG 4), Mobility and Sustainable Cities (SDG 11) and Strengthening the Means of Implementation and Partnerships for Sustainable Development (SDG 17) are the pillars of our work. In 2023 alone, more than R\$ 54 million were invested in social projects benefiting 3.2 million people in 555 municipalities in the country. 90% of the locations where we operate were covered in terms of engagement actions, implementation of local development and/or social impact programs.



We have defined a new public commitment to allocate **more than R\$ 500 million**, including own and incentivized resources, to social projects, by 2030.



The main projects supported by the CCR Institute in 2023 (in the execution or approval phase) are listed below according to their strategic focus:

- **Culture and Education:** Museum of the Slums, Museum of the Portuguese Language, Teatro Cultura Artística, Conservatory of Tatuí and Baccarelli Institute (São Paulo), International Literary Festival of Pelourinho - Flipelô (Bahia), Museum of Tomorrow and Inclusartiz (Rio de Janeiro) and Joinville Dance Festival (Santa Catarina), as well as Caminhos para Cidadania, Parceiros da Educação (São Paulo), Break no Capão and Co.Liga (nationwide).
- **Sustainable Cities:** National Observatory of Sustainable Mobility.
- **Health and Safety:** Health and Safety: Hospital de Amor and Hospital AACD (São Paulo), Hospital Pequeno Príncipe and Hospital Angelina Caron (Paraná) and Caminhos para a Saúde (nationwide).
- **Business Support:** Barueri Volley Club (São Paulo) and Joinville Volley (Santa Catarina).

Some details about the main social investment projects:

- Caminhos para a Cidadania (“Pathways to Citizenship”) expanded to educators from more than 20 states, through the website and distance learning course. It awarded 10 schools in the cultural contest, with R\$ 30 thousand in improvements and mentoring. In 2023, there were more than 24 thousand hits to the site.
- The CCR Group is the main supporter of the 2023/2024 season of the Museum of the Portuguese Language, and sponsoring free admission to the Museum on Saturdays, the day with the greatest influx of visitors.
- The CCR Group sponsors the Museum of Tomorrow, and promotes visits for children, young people and adults involved in social projects and communities in Rio de Janeiro, as well as for students and teachers participating in the Pathways to Citizenship program. For all of them, the company offers a snack kit and free transportation in the regions served by VLT Carioca, ViaRio and CCR ViaLagos. This support allowed the resumption of free admission on Tuesdays, allowing the Museum to reach the mark of 300 thousand visitors.

- In 2023, CCR, which has been a sponsor of the Casa Jorge Amado Foundation, in Salvador, and of Flipelô (Pelourinho International Literary Fair) for seven years, promoted a traveling exhibition about the event. The exhibition toured the airports of Curitiba,
- Foz do Iguaçu, Goiânia and São Luiz, helping to publicize the fair in other states of Brazil.
- In 2023, the CCR Group became the gold sponsor and official mobility partner of Flip (Paraty International Literary Festival), transporting writers and riverside, indigenous and quilombola communities to the festival and promoting free programming on Brazilianness, female empowerment and the fight against climate change.
- The CCR Group has become one of the main sponsors of the Tomie Ohtake Institute, one of the most relevant cultural centers in the city of São Paulo. To celebrate the partnership, the Company held an exhibition between Nov/23 and Jan/24 in honor of the artist after whom the cultural center is named. The exhibition marks the beginning of the Centennial project, in which the CCR Group will periodically pay tribute to great names in Brazilian culture with actions to spread their legacy among the 3 million customers who pass through its train, subway, tram and ferry stations daily.
- The 2023 edition of the Joinville Dance Festival was a historic edition, which marked the 40th anniversary of the event. The project reached 350,000 spectators and had a record participation of 13,667 subscribers, who presented 4,658 choreographies.
- The Elas na Tech project, sponsored by CCR with its own resources, won second place in the GRI Infra Awards 2023, in the Women Award – Gender Equality category. Aimed at training women to work in web programming, it offers technical content and helps in the development of entrepreneurial skills. This year, it had more than 18 thousand entries.
- The Pathways to Health project, which offers free health services to drivers, motorcyclists, communities around airports, highways and concession companies, pedestrians, and subway and train customers, received more than 52 thousand people in 2023. Among the services offered are blood glucose, cholesterol and visual acuity tests, blood pressure measurement, bioenergetic massage and massage therapy. In a satisfaction survey with more than two thousand responses, the project was evaluated with an average score of 9.77.

- The CCR Institute is a supporter of the Pequeno Príncipe Hospital, the largest pediatric hospital in Brazil and a philanthropic institution with 60% of its care for SUS patients. Social investments contribute to the maintenance of health care and technical-scientific excellence and humanization, benefiting thousands of children and adolescents from all over the country.
- The CCR Institute is also a partner of Hospital do Amor, internationally recognized for its excellence in technology and humanized care in oncology. The initiative supports children, adolescents and patients over 60 years of age undergoing cancer treatment.



In addition to all the initiatives and social investments made possible by the CCR Institute, we are committed to volunteering actions. In 2023, the program reached 12 Brazilian states, benefiting 42 solidarity institutions, based on the engagement of 1,680 volunteers. More than 10,000 people were impacted by educational, environmental, recreational and health care activities. Throughout the year, the number of people enrolled in the Our Better World Volunteering system increased by 192%

During this same period, we organized institutional campaigns

based on the theme of Kindness. Among other achievements, we carried out the Solidarity Seal campaign (to collect and forward seals from beverage cans) and organized donations of clothes, personal hygiene items, food and school supplies, which had 50 collection points spread across the CCR Group's assets throughout the country.

Another relevant initiative was the emergency support to the communities of Rio Grande do Sul, which were severely affected by floods in September. Our part was to deliver 17 tons of supplies, which mobilized three trucks and two vehicles

### Socioeconomic and environmental impacts

CCR Highways has a specific Removal and Resettlement Program to deal with involuntary displacements resulting from expropriation processes and, in accordance with the obligations of the concession contracts, irregular occupations in the highway right-of-way. This Program is based on the elements raised after the identification of the population and the economic activities affected by the expropriation, as well as those existing in the domain strips, with the physical registration of the areas/occupations and for irregular occupations, the application of socioeconomic survey to define the social profile of the family nuclei.

## Highlights 2023

- Insper's Arq.Futuro de Cidades Laboratory, one of Brazil's leading higher education and survey institutions, and the CCR Group have teamed up to create the National Observatory of Sustainable Mobility. An unprecedented initiative in Brazil, the Observatory will act as a platform to receive, process, store and analyze operational mobility data from various sources. Once made public, this information will serve as a basis for more assertive academic survey and for the qualification of policies involving the sector.
- The CCR Group, in partnership with the NGO Gerando Falcões, supports the Favela 3D project. A great systemic transformation of human mobility, which will bring opportunities and forever change the lives of approximately 700 people, from 239 families. All these families, who lived in extreme poverty, are allocated to transitional homes for

the construction of the new community - a neighborhood fully planned and designed to guarantee the basics necessary for the real change of their lives.

- To be a volunteer is to walk a path of social change and transformation. For this reason, the volunteer employees of the CCR Group came together and participated in several actions throughout the year. The volunteer actions were carried out in 12 states of the country, benefiting more than 10 thousand people and 48 institutions. It had more than 1,600 registered volunteers.
- The CCR Group has defined a new commitment to increase the impact of social investment with the ambition of allocating more than R\$ 500 million between own and incentivized resources to social projects by 2030.



The Program is based on compliance with the pertinent legislation (Federal Constitution of 1988; Decree-Law No. 3,365, of June 21, 1941 [Expropriations for public utility]; Decree-Law No. 1,075, of January 22, 1970 [Immission in possession of urban residential properties] and other applicable laws) and the 2022 Resettlement Program Guidelines of the DNIT. In addition to the above-mentioned national standards, for the CCR RioSP and CCR MSVia units, the compliance of this Program with the most advanced international guidelines and policies on the subject is highlighted, especially Performance Standard 5 (Land Acquisition and Involuntary Resettlement) of the International Finance Corporation (IFC), which aims to achieve greater scope of the measures to be proposed.



To implement the works and comply with contractual obligations, CCR ViaSul, CCR ViaCosteira, CCR ViaOeste, CCR SPVias and CCR RioSP implemented an exclusive service channel for the affected community (Social Duty). Through this channel, active communication actions are developed, as well as punctual clarifications, prioritizing personalized and transparent service.

In 2023, in compliance with the eviction plan provided for in CCR ViaSul's concession contract, the process of vacating 244 areas of the right-of-way began, 144 of which were completed in the year. Likewise, in the plan to vacate CCR ViaCosteira, 85 areas of the right-of-way were vacated. The Vacancy Plan includes all the social actions to be developed for negotiations and monitoring of families, before, during and after living, as well as negotiations for commercial occupations.

In addition, the RioSP Vacancy Plan was also continued with the application of 212 socioeconomic surveys on BR 101 and 50 surveys on BR 116. The socioeconomic analysis is carried out by social workers and is a fundamental step in the eviction process, as it guarantees dignity in the treatment of families who will be resettled and are in a situation of social vulnerability.

Of the families identified as vulnerable, 50 real estate valuation reports were prepared on BR 101 and 18 reports on BR 116. The reports make it possible, through the methodology recommended in NBR 14.653-1:2001, to evaluate and value the existing houses or businesses in the right-of-way and ensure that the occupant in a vulnerable situation is able to acquire another property or business outside the right-of-way in good standing, or subject to regularization.

At the end of October 2023, negotiations began on compensation amounts for the eviction of the right-of-way in Serra das Araras, where five agreements have been made so far. Collective meetings were also held, which allow the social participation of stakeholders such as communities, public authorities and concessionaires, enabling a space for clarification, discussion and decision-making.

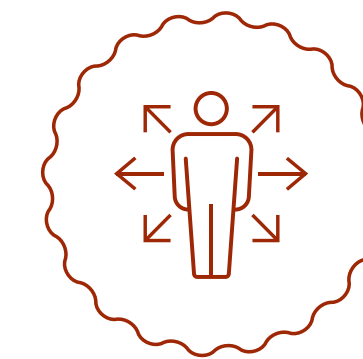
In continuity with the premises that supported the elaboration of NOR 026 - Amicable Agreement Expropriation Rule, 39% of expropriation processes currently take place through amicable agreement.

The Quilombola Programs that are under development and aim to mitigate the impacts caused by the expansion/improvement works in the quilombola communities located in the vicinity of the projects. In these cases, the impact is only indirect, considering that

the highways are already established and that the duplication works have not had any direct intervention on the communities so far.

CCR Airports' investments promote the improvement in the provision of airport services, the generation of labor due to infrastructure works and the entry of new assignees at the airports, generating retail jobs and the hiring of local suppliers, in addition to the payment of municipal taxes (ISS). The negative impacts are mainly related to noise, which is mitigated by strictly following the legislation in force at the operating sites.

Consultation and dialogues with communities impacted by highways take place through three channels. In order to listen to and answer questions of the city communities where we are present due to the impacts of the works, operation and provision of services, CCR Highways develops the SIC - Customer Information Service, a vehicle equipped with TV, institutional materials, such as brochures and explanatory videos, accompanied by a specialized professional, who travels to the main places of greatest information vulnerability indicated Prefectures.



CCR Highways has a specific **Removal and Resettlement Program** to deal with involuntary displacements resulting from expropriation processes.

In partnership with local entities, the concessionaire participates in public hearings in the cities where it operates in order to present the investments that will be made during the concession contract. On the occasion, the participants, including the community and local residents, inform the possible impacts that may occur due to the activities that will be carried out. To this end, the concessionaire presents the action plan for discussion with those involved.

Lastly, any impact mapped by the concessionaire due to the works that will be carried out during the concession contract is previously presented to the local municipalities which, through the municipal secretariats, including the Social Assistance Department, prepare the strategy and invite the community to present the theme, clarify doubts and listen to the demands of the participants. In these situations, in partnership with the City Hall, an action plan is created to promote the least possible impact.

For the environmental regularization process, all environmental and social aspects related to the operation and works at the airports are considered. Thus, for the impacts foreseen in the environmental studies, surveys and criticality analyses of the necessary compensatory and/or mitigating measures are carried out, which are implemented through various environmental programs. To ensure environmental due diligence, we periodically submit reports with evidence of the implementation of the measures with the competent agencies.

Another way of surveying and assessing environmental impacts and monitoring is the environmental due diligence carried out in 2023 in our operations. In them, we identify, with the support of a specialized company, all non-conformities, opportunities for improvement and conforming actions of our activities and those of our assignees so that, through the implementation of the environmental management system, we can monitor and evaluate the evolution of service and correction of non-conformities.

Through the Aeronautical Noise Management Commission, the environmental and social impacts of the operation in terms of noise emissions are disclosed. The Commission also manages the interfaces with all stakeholders in the use and occupation of the land, according to the noise curves. The environmental aspects related to the fauna pact are presented to the Fauna Risk Management Commission, making conservation actions compatible, protection of the operation, as well as the establishment of partnerships to reduce impacts.



In addition, we disclose the environmental position and sustainable actions of airports in ANAC's voluntary program of Sustainable Airports, available at the link [www.gov.br/anac/pt-br/assuntos/meio-ambiente/aeropostos-sustentaveis](http://www.gov.br/anac/pt-br/assuntos/meio-ambiente/aeropostos-sustentaveis)

CCR Mobility's concessionaires contribute to the quality of life of the communities through which its lines pass, by fostering the local economy and access to mobility, either by implementing new businesses or by simplifying access for the population, increasing the value of local properties. In addition, it fosters the implementation of public services, such as schools, hospitals and

clinics, increasing public safety. In addition, the concessionaires and the CCR Institute promote numerous socio-cultural campaigns, such as cultural exhibitions, awareness-raising, partnerships with employment agencies, vaccination campaigns at the stations, promotion of quality of life etc. The negative impacts generated by the operation are related to the noise and vibrations of the trains and surface subways, in addition to the generation of waste from maintenance and commercial points, which in turn are addressed by the management programs and proper disposal of the waste generated.

## Sustainability applied to the value chain

SOCIAL AND RELATIONSHIP CAPITAL | GRI 2-24, 3-3

The CCR Group has a Purchasing Policy, approved by the CA-CCR, and a Purchasing Standard that details the Policy, both of which aim to establish the rules, responsibilities and procedures applicable to the purchase of materials and contracting of service providers necessary for the viability of its operations and investments as provided for in the concession agreements and according to the annual budget approved by the CA-CCR.

The CCR Group's purchasing and contracting criteria are based on the principles of isonomy, integrity and competitive equality, and based on the search for an adequate number of third parties capable of meeting the demands of the CCR Group, increasing the competitiveness and efficiency of prices and terms and with less risk. The Supplier Code of Conduct undergoes frequent reviews by the Compliance area and the due diligence process is constantly improved. The Supply Chain area applies recurring training to buyers, highlighting the importance of the Sustainable Procurement Program, its applications and the monitoring of its suppliers. In addition, in addition to deadline, quality, price and relationship, the aspects of integrity, reputation and environmental and labor consequences of the third party are also taken into account in the selection process.

All third parties hired by the CCR Group must declare awareness of and adherence to the Supplier's Code of Ethics, according to the e-mail address provided in the invitation letter and available on the CCR website, and in the standard clauses that comply with the laws in force contained in all the Company's contracts. The Board of Executive Directors monitors and follows up on the established goals and the evolution of the suppliers' ESG program throughout the year. Monthly meetings are held to report targets, which are validated at annual meetings, and to monitor programs, including the Sustainable Procurement Program. Training and partnerships are carried out with service providers on issues related to Compliance in order to promote the integrity and respect for human rights of those who act on behalf of CCR.

In addition, the Company has Safety Regulations, which also need to be complied with by its employees and third parties. Meetings are also held with service providers to disseminate the Safety Culture.

We are committed to:

- Engaging suppliers in the Culture of Compliance through the structuring of the Supply Chain ESG Matrix and Protocol by 2025
- Structured ESG indicators and targets throughout the supply chain by 2025;
- Having 100% of suppliers adhering to our commitments.

The process of centralizing our supply area, which began in 2020, has since brought several benefits that are reflected in financial gains. He created parameters to evaluate contractual conditions and identify more strategic suppliers, helped consolidate economies of scale - which brings bargaining power and cost efficiency - and assists in the planning of contracts in the medium and long term, in addition to bringing compliance and ESG gains.

In the same way that we demand quality from our partners, we have sought to value suppliers who have moved to adhere to quality, compliance and governance practices. Within this field, a highlight is the CCR Supera Program, a recognition of the best-rated suppliers in terms of performance, safety, ESG and innovation. In 2023, the second edition took place, which awarded 29 suppliers.

68



NARRATION

WEBSITE ON  
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# Transition to a low-carbon economy

NATURAL CAPITAL | GRI 3-3 | SASB TR-RO-110A.2

## CLIMATE CHANGE

Climate Change is a material issue for the CCR Group. The Climate Change Policy was revised and approved at the end of 2022 and aims to establish commitments and guidelines for the management of risks, impacts and opportunities of climate change in the CCR Group's businesses, as well as for adapting to the effects of these changes and reducing greenhouse gas emissions in operations. It affirms commitment to the international effort to limit global warming to 1.5°C by 2033, as defined in the Paris Agreement.

In 2021, the construction of the Decarbonization Plan began, which involved the diagnosis of greenhouse gas emissions in its production activities and energy consumption (scopes 1 and 2) and in its value chain (scope 3) and the participation and commitment of operational and management teams from the Company's various areas and businesses. In addition, future emissions scenarios were analyzed and opportunities for reduction were identified in several processes. In 2022, CCR Group submitted its science-based targets for reducing greenhouse gas emissions to the Science Based Targets Initiative (SBTi), and in 2023, it received approval for this initiative. With this, CCR becomes the first company in the infrastructure sector in the country to sign a public commitment to decarbonization.

We commit to reduce absolute Scope 1 and 2 GHG emissions by 59% by 2033 from base year 2019 and reduce absolute Scope 3 GHG emissions from purchased goods and services and from fuel and energy related activities by 27% over the same period. We are also committed to engaging our customers in the emissions category for the use of products sold, so that 81% develop science-based targets by 2026.

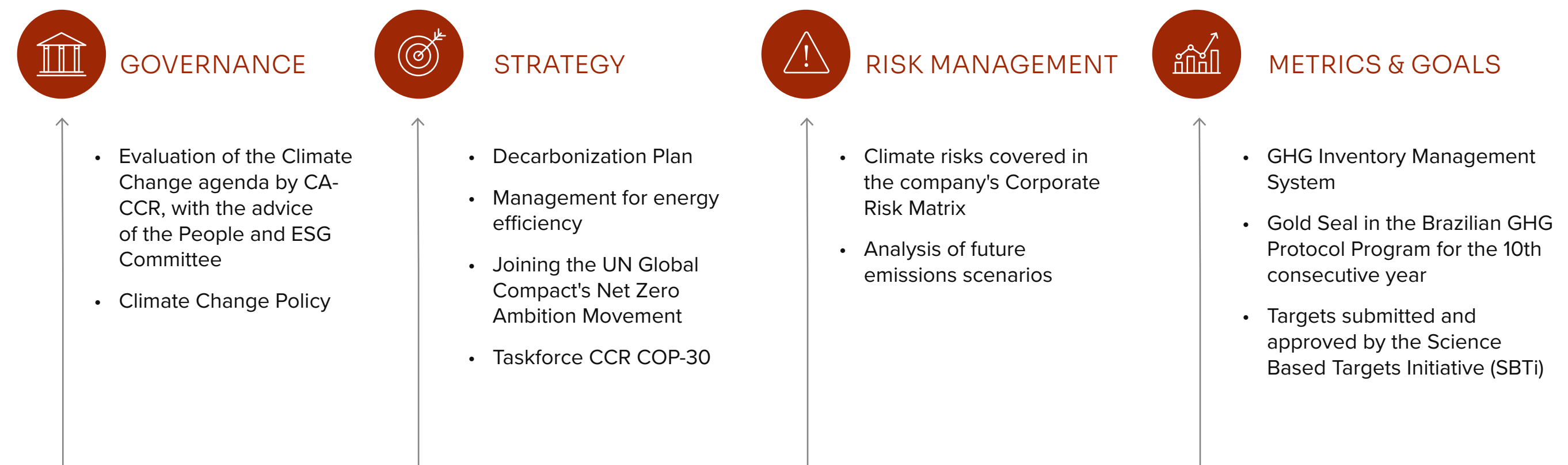
The climate agenda is also part of the CCR Group's Corporate Risk Matrix, based on the recommendations of the Task Force on Climate Related Financial Disclosures (TCFD). In our ESG Leadership Journey, we expect 100% of the units to have action plans in place by 2025.

CCR joined the Net Zero Ambition Movement of the UN Global Compact in Brazil in October 2022, we are a Gold Seal in the Brazilian GHG Protocol Program for the 10th consecutive year (base year 2022), an A- score in the CDP in 2023 and we continue to be part of B3's Carbon Efficient Index (ICO2) portfolio for the 13th consecutive year

On another front, the Company launched the CCR COP-30 Taskforce to prepare for the 30th edition of the Conference of the Parties (COP) on Climate Change, to be held in Belém (PA) in 2025. The initiative aims to accelerate actions aimed at mitigating the effects of

global warming, preserving biodiversity, transitioning to a low-carbon economy, and engaging CCR's partners in this agenda.

In 2023, we were able to double the installed power of photovoltaic plants in our road operations, installing eight new plants on the highways operated by CCR, which contribute to achieving our emission reduction goals. Some plants have already been installed at CCR ViaSul, CCR Via Costeira, CCR ViaRio and CCR RodoAnel. This is one of the initiatives that reinforce our commitment to the environment and show that the green economy is part of our path.



**Commitments:**

- Reducing absolute scope 1 and 2 GHG emissions by 59% by 2033 (base year 2019)
- Reducing absolute scope 3 GHG emissions from purchased goods and services and from fuel and energy-related activities by 27% over the same period.
- Engaging our customers in the emissions category by using products sold, so that 81% develop science-based targets, by 2026

At CCR Mobility, we have coordinated initiatives to measure the amount of avoided greenhouse gas emissions. CCR Group's Urban Mobility platform, involving trains, subways and trams, contributes to a strategic transport system for low-carbon development scenarios. A study, conducted by a consulting firm specializing in the development of projects on sustainability and climate change, pointed to surprising results. The use of lines 4, 5, 8 and 9 of the subway and trains in the metropolitan region of São Paulo, the Carioca tram system and the Bahia Metro, in the metropolitan region of Salvador, made it possible to avoid the emission of more than 1.5 million tons of CO<sub>2</sub> over the last 13 years. The positive impact extends beyond the reduction in carbon dioxide emissions: thanks to the use of these sustainable modes, less carbon monoxide, nitrogen oxide, methane and nitrous oxide are emitted, all gases that are harmful to human health.

Another significant measure taken by CCR ViaMobilidade was the replacement of more than 16,000 common lamps with LED lamps at the stations of lines 8-Diamante and 9-Esmeralda, in São Paulo. The exchanges took place between January 2022, the beginning of the concession, and July 2023. Another significant measure was the installation of 196 photovoltaic panels at the Guido Caloi Terminal of Line 5-Lilac of the Metro. The energy produced also supplies the Campo Limpo and Capão Redondo terminals.

In addition, we signed an agreement with railway rolling stock manufacturer Hyundai Rotem to carry out a joint study to analyze the feasibility of using green hydrogen as an energy source for trains. The initiative is in line with our purpose of making our energy consumption increasingly sustainable.

At CCR Airports, BH Airport obtains Level 3+ of the Airports Carbon Accreditation (ACA) Program of the Airports Council International (ACI). The airport met all the necessary requirements to obtain levels 3 (Engagement) and 3+ (Neutrality), becoming the first carbon-neutral airport in Brazil (in part, final accreditation process).

The ACA is the only global program for accreditation and management of carbon emissions at airports and this level of accreditation obtained by Belo Horizonte International Airport involves the management of the airport's emissions and their progression towards a carbon neutral footprint, in addition to the engagement of the third party and neutralization of the residual footprint, through the purchase of carbon credits with a high reputation in the market.

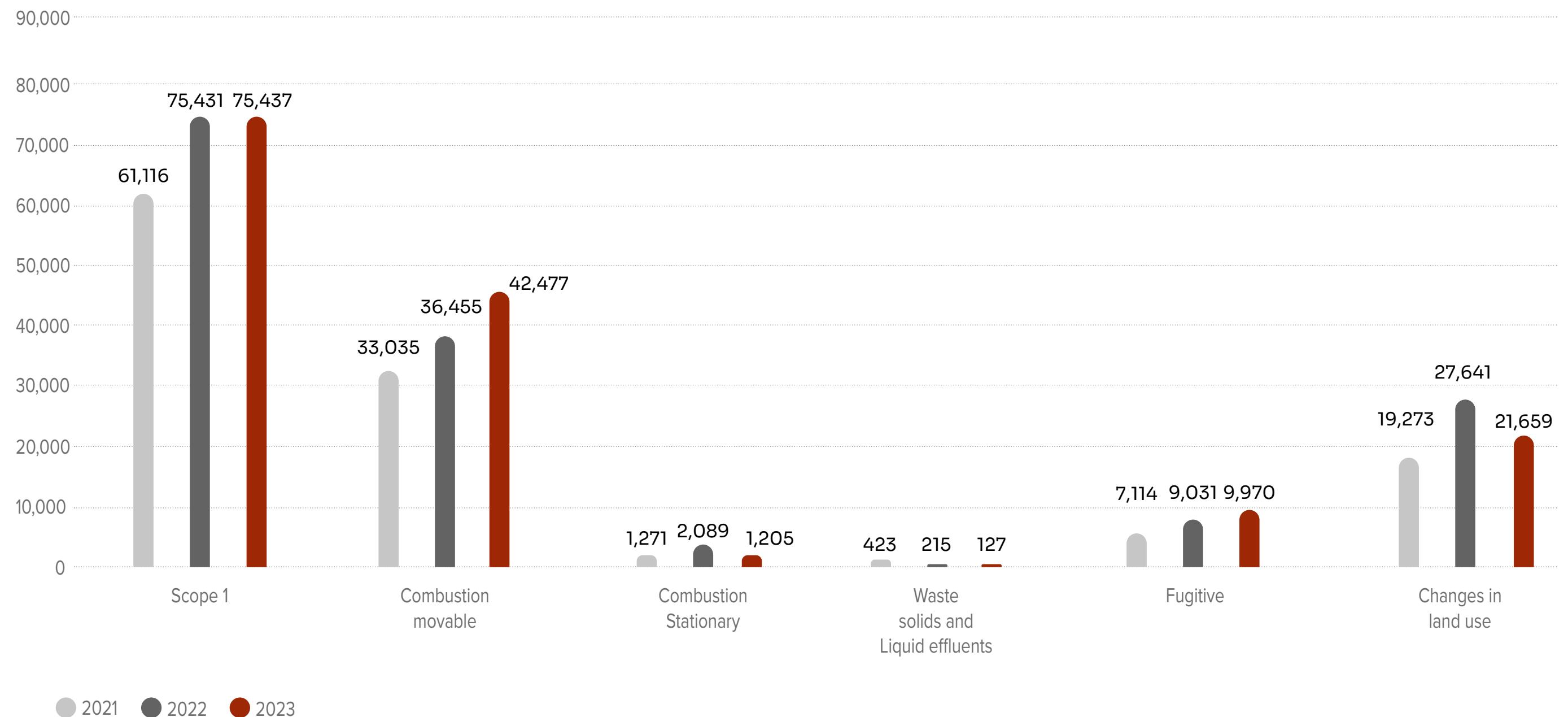
### Emissions

GRI 305-1, 305-2, 305-3 | SASB TR-RO-110A.1

The management of our emissions is carried out according to the GHG Protocol methodology and we annually prepare the GHG emissions inventory which, for the 10th consecutive year, received the Gold Seal of the Brazilian GHG Protocol Program (PBGHG). Total scope 1 emissions were unchanged compared to 2022. Emissions from fuel burning (mobile combustion) and changes in land use account for about 85% of CCR Group's scope 1 emissions.

In 2023, our GHG emissions from the mobile combustion category accounted for 56% of scope 1 emissions - Compared to the previous year, the increase in the mobile combustion category is mostly due to the expansion of ferry trips. However, as a result of the initiative to replace gasoline with ethanol in flex-fuel vehicles, established by the CCR Group, there was a relative drop in fuel emissions from the Company's fleet, especially from highways.

#### SCOPE 1 GHG (TCO<sub>2</sub>E) FOSSIL EMISSIONS - GRI 305-1



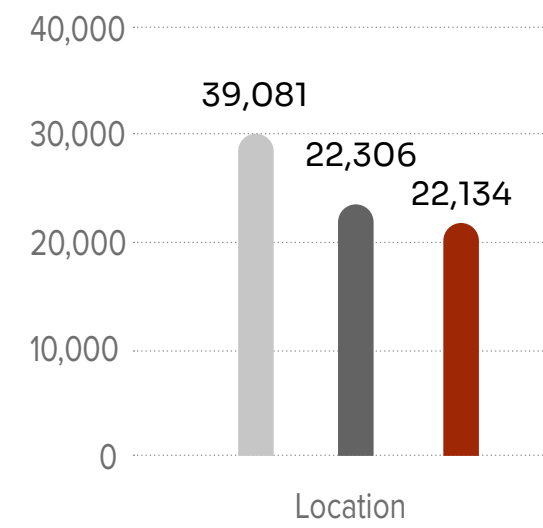


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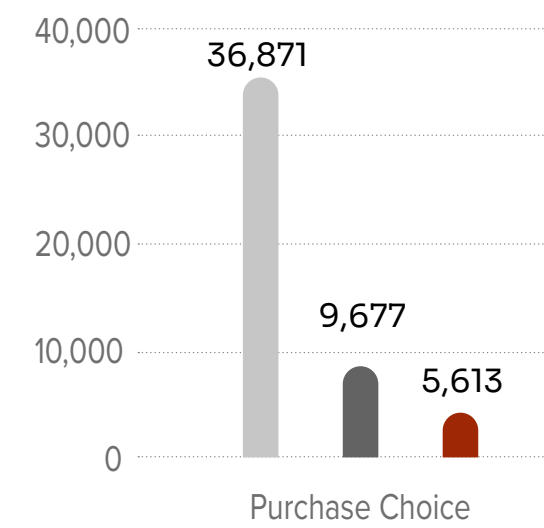


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Scope 2 GHG fossil emissions (tCO<sub>2</sub>e) GRI 305-2



Scope 2 GHG fossil emissions: purchase choice (tCO<sub>2</sub>e) - GRI 305-2



In relation to scope 3, the increase compared to the previous year is due to the works carried out in Mobility - Waste generated in operations, consequently in the category of Transport and Distribution (upstream). For the category of Goods and services purchased, there was an increase of approximately 6% compared to 2022, mainly due to the purchase of inputs for highway works.

Also in scope 3, unclassifiable emissions in categories 1 to 15 accounted for 38% of the results and refer exclusively to CCR Airports. We now follow the ACI (Airports Council International) methodology, in which the reported data refer to LTO (Landing and Take-Dismissed Cycle) emissions for airport operators.

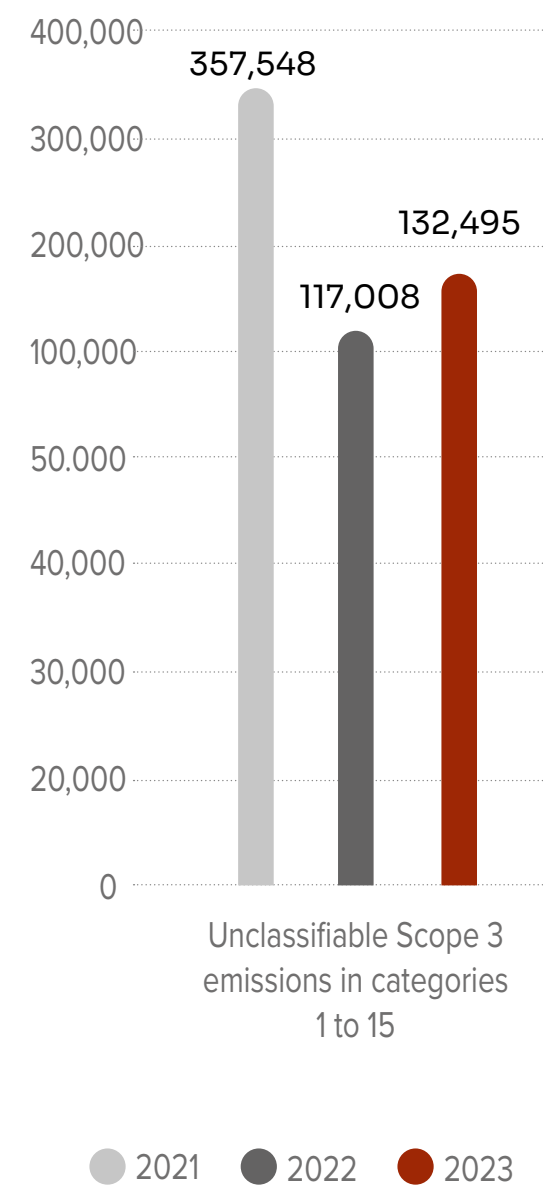
As for scope 2 (purchase choice), the reduction comes from the increase in the consumption of renewable energy in the free energy

market, acquisition of I-RECS and energy generation through our photovoltaic plants.

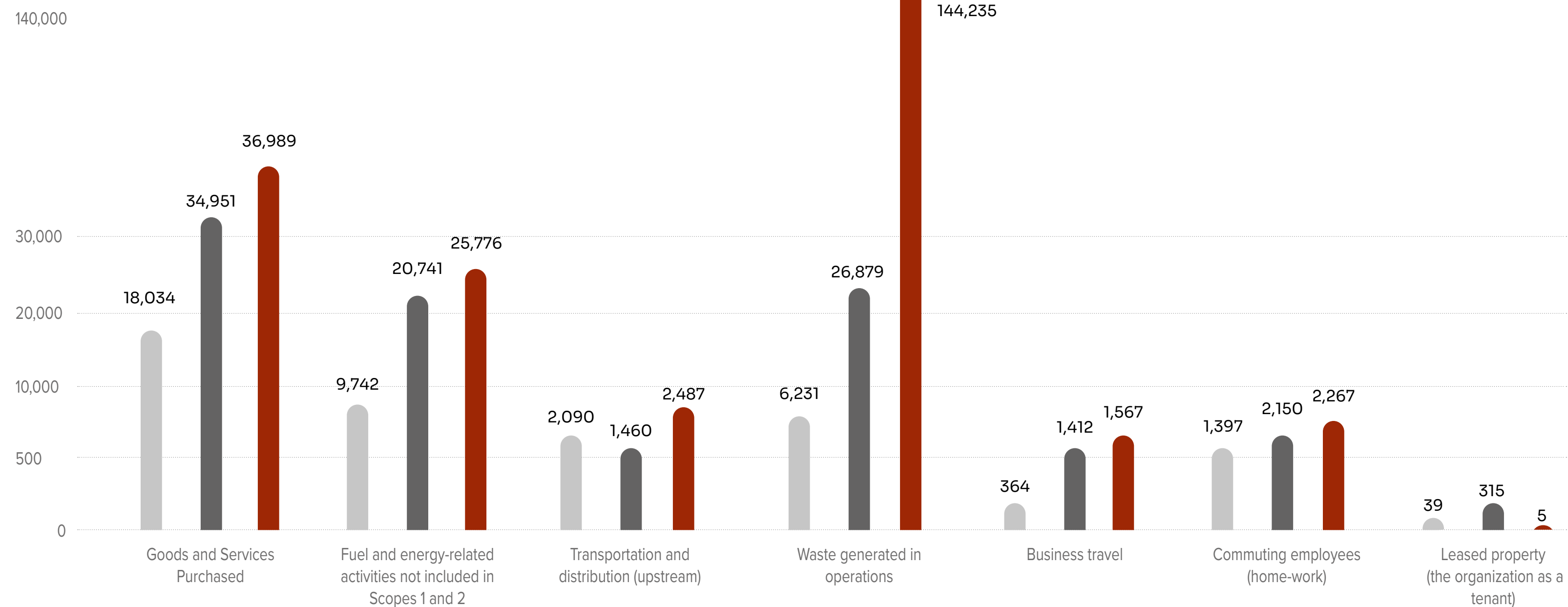
It can be seen that the increase in the consumption of non-renewable fuels was 12% in the 2023/22 period, lower than the 16% in the 2022/21 period. In 2023, ethanol consumption increased by 51% compared to the previous year, also due to the policy of using ethanol in the light vehicle fleet, which contributed to a 22% reduction in gasoline consumption. The increase in renewable electricity consumption by 59% compared to 2022 is due to the acquisition of I-RECs and generation by photovoltaic plants.

The reduction of emissions is part of the Company's strategy with the commitment to transition to a low-carbon economy.

Unclassifiable Scope 3 GHG fossil emissions in categories 1 to 15 (tCO<sub>2</sub>e) - GRI 305-3



Scope 3 GHG (tCO<sub>2</sub>e) fossil emissions - GRI 305-3



## Energy

GRI 3-3, 302-1 | SASB IF-EN-410A.2, TR-RO-110A.3

Electricity is a critical input for the CCR Group's business, especially for CCR Mobility. The CCR Group is the 40th largest consumer of electricity in the country, having consumed around 578GWh in 2022. Studies carried out by the company indicate potential for cost optimization of up to 10%. In view of this, in recent years the company has been analyzing the feasibility of energy efficiency and self-production projects, including as a potential adjacent business to create additional value. In 2023, the company committed to increasing photovoltaic capacity by 100% by December 2023 in relation to the installed capacity of photovoltaic plants at CCR by 2022. The management of the fuel consumption of the company's own fleet is carried out by specific area with KPIs that consider the specific consumption of each vehicle.

The Climate Change and Environmental Policies are the basis for action on the subject aimed at reducing energy consumption (electricity and fuels). All projects for new deployments, as well as new business studies, consider the assumptions of energy efficiency, including the potential for migration to the Free Energy Market and the acquisition of I-RECs.

CCR Highways and CCR Airports use the FEL (Front End Loading) methodology in their project management governance, which considers for each stage of approval of a gate, opportunities for all those involved in the design, development and validation of projects to register and insert their contributions in order to ensure that in the development life cycle of the projects there will be no surprises and that this development does not advance to a stage without prior validation of all the necessary actors. The topic of energy and water efficiency is considered by designers from the first approval gate where the concept, guidelines, requirements and resources of the projects are defined.

At CCR Highways, there is an energy efficiency center with employees focused on applying efficiency in their respective disciplines, especially in the equipment with the highest consumption, in this case, lighting and air conditioning. As soon as the planning phase is completed, in the design phase, studies and modeling are carried out seeking energy efficiency and economic feasibility. The involvement and collaboration of the Legal, Supply Chain, Operation, Maintenance teams, among others, is very important, as it supports

the negotiation of solid/secure contracts and the search for suppliers committed to energy efficiency.

At this stage, the technical level of the solution has a great impact on the search for energy efficiency, so knowledge, experience and initiative for new solutions and technologies is necessary. After all the steps mentioned and with the project implemented, we enter the operation phase of the projects. This phase has the fundamental role of continuing all the studies and orientations in the search for energy efficiency, either through cultural means in the improvement phase, such as an on/Dismissed signboard, or through training focused on energy saving. Currently, we have studies on automating the main disciplines that involve the Highway segment, lighting and air conditioning, PLC's, application of IoT (Internet of Things) systems, the connection between physical objects and digital devices for data exchange (machine learning), in addition to maintaining the functionality of the implemented projects with replacement of parts, maintenance and replacement of equipment.

Constant improvement, new technologies or methods may emerge, so we are always looking for opportunities reinforcing our culture in terms of impact and focus on creating sustainable value, trainings and awareness campaigns.

At CCR Airports, we started, in 2023, the migration to the Free Energy Market. The process is expected to be completed in the first half of 2024. A total of 19 viable consumer units were mapped for the change; Of these, 13 have already been migrated, which means that about 89% of the electricity consumption of our airports has already been integrated into the Free Energy Market.

In our expansion works and those that will involve significant renovations, we have adopted the premises of planning the architecture seeking thermal efficiency and prioritizing natural lighting and using more energy-efficient equipment. Aircraft apron reflectors should be relocated and replaced with LED spotlights in search of energy savings. In addition to measures such as these, CCR Airports has strategic planning to become more energy efficient in the medium and long term. It involves feasibility studies for the use of chargers and electric vehicles, automation and management of consumption and use of photovoltaic energy, among other initiatives.





NARRATION



WEBSITE ON CONTRAST SCREEN

Moreover, the BH Airport was recognized as a Green Airport by ACI's "Green Airport" Program. The terminal received, for the third consecutive year, the Green Airport Recognition during the Annual Assembly Conference & Exhibition ACI-LAC 2023, held in Miami, the recognition was given by the 400HZ + PCA project to support aircraft on the ground, using renewable electric energy through the replacement of 16 diesel generators with electrical equipment on the boarding bridges, providing an efficient, sustainable, and cost-effective service for airlines. This project avoided the emission of 480 tCO<sub>2</sub>e into the atmosphere in 2023.

At CCR Mobility, the Electric Energy Forum was created, which carries out studies related to the rational use of energy sources in order to optimize electricity consumption and contribute to actions to achieve ESG goals. There are 27 energy efficiency initiatives in the feasibility study phase that covers various processes and systems directly related to the operation of trains and subway stations.

Below are some more outstanding initiatives from our business units (Highways, Mobility and Airports):

- Survey of lighting for LED retrofit on the highways of the AutoBA and RodoAnel concessions;
- Feasibility study for migration to the Free Energy Market of Metrô Bahia and in consumer units present throughout CCR Highways;
- Feasibility study for the purchase of energy from photovoltaic plants in the monthly subscription model;
- management of energy bills through a specific platform;
- Study of energy efficiency in our main technological consumers (lighting and air conditioning).
- Energy consumption is monitored by a computerized system on an online platform, with data from the indicators monitored monthly and the main deviations analyzed to define actions.

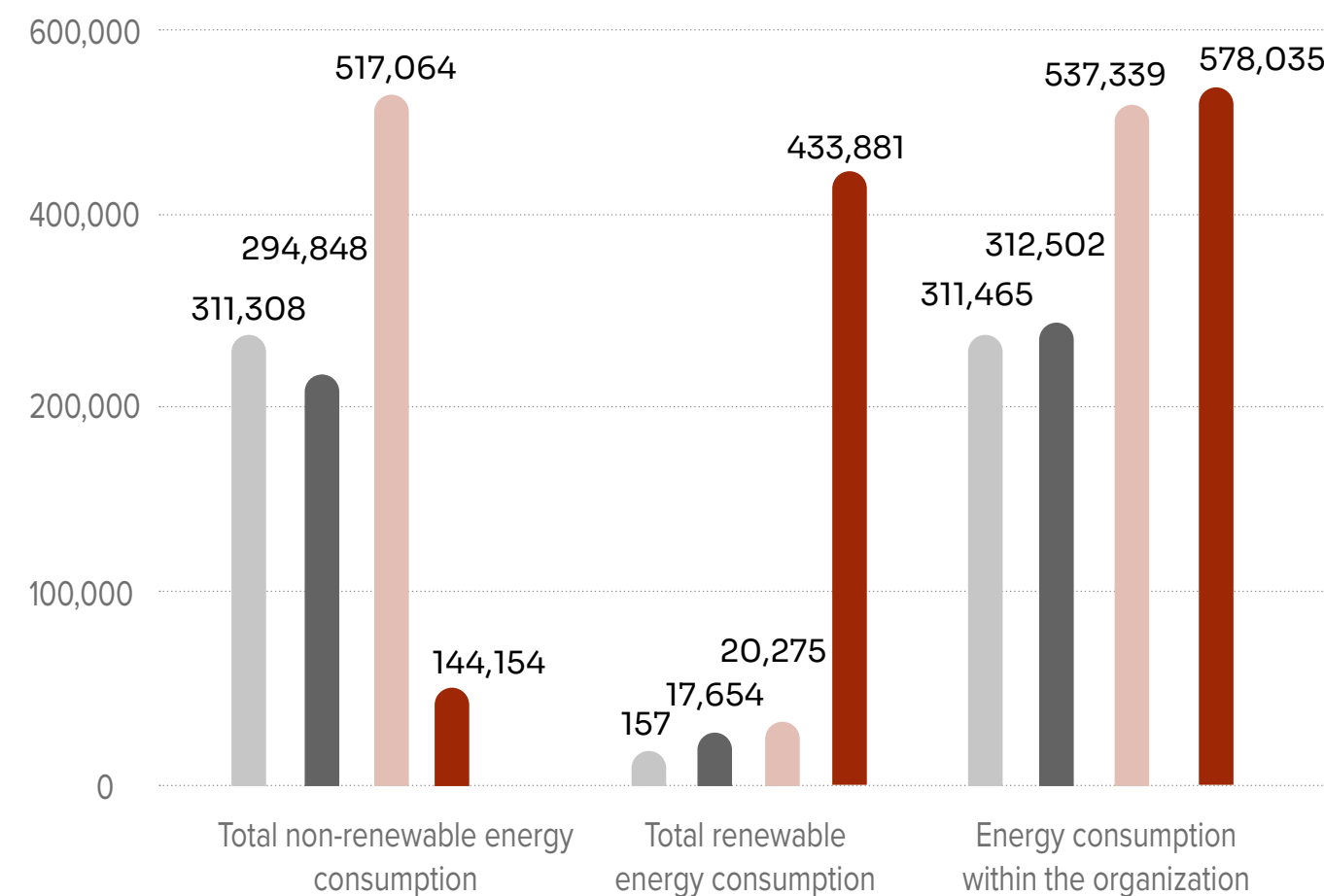
In Highways, throughout 2023, 44GWh were consumed and approximately 4GWh were generated.

- Tests are being carried out on electric and hybrid vehicles at CCR Highways.

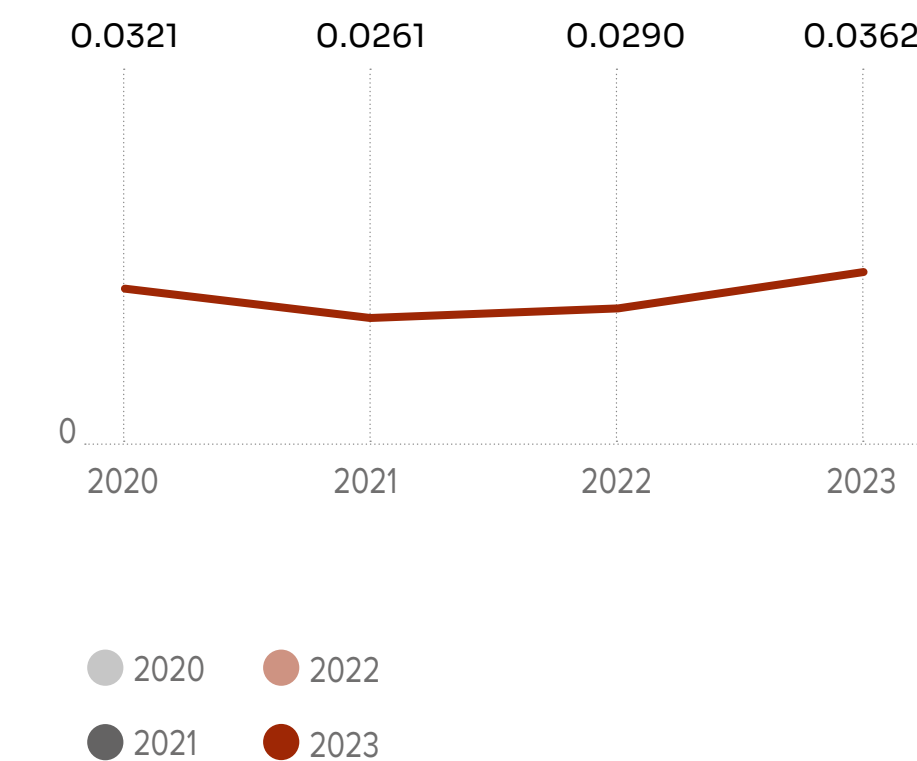
It can be seen that the increased consumption of non-renewable fuels was 12% in the 2023/22 period, lower than the 16% in the 2022/21 period. In 2023, ethanol consumption increased by 51% compared to the previous year, also due to the policy of using ethanol in the light vehicle fleet, which contributed to a 22% reduction in gasoline consumption. The increase in renewable electricity consumption by 59% compared to 2022 was due to the acquisition of I-RECs and generation by photovoltaic plants.

We aim to reach the level of 100% of the light vehicle fleet being supplied with biofuels by 2025. We will also invest in electric vehicles in both light and heavy fleets.

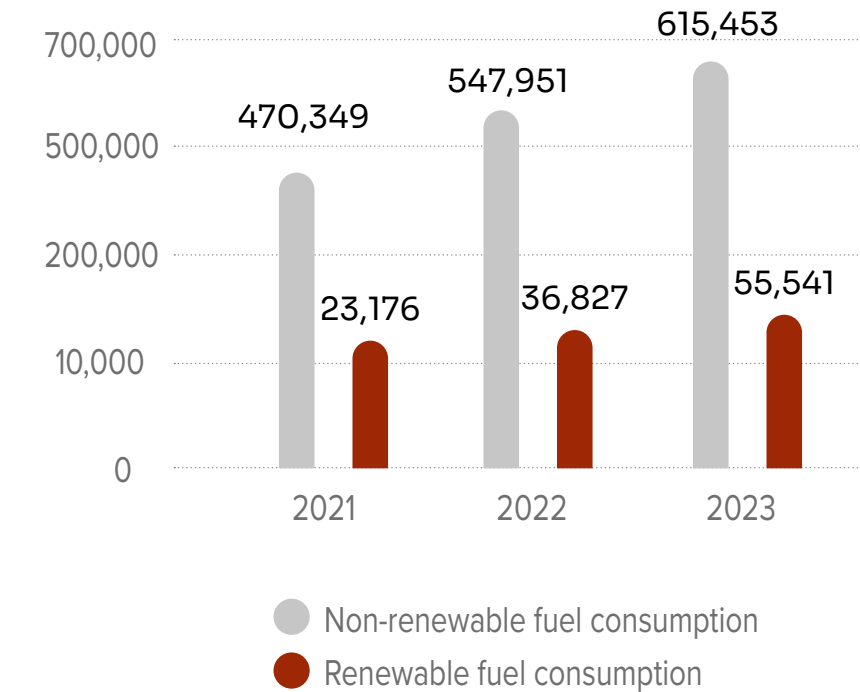
Electricity consumption (MWh)



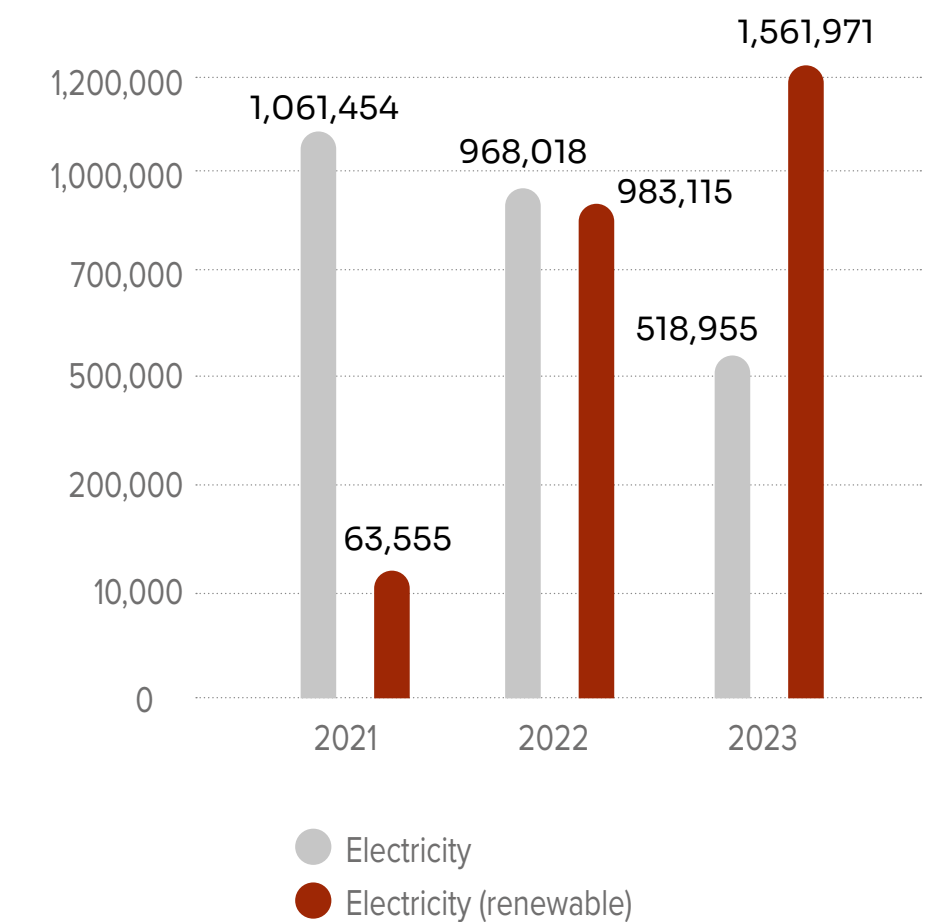
Electricity consumption intensity (MWh/ Gross Operating Revenue)



Fuel Consumption (GJ)



Electricity Consumption (GJ)



## BIODIVERSITY AND LAND USE

GRI 3-3, 304-3, G4 AO9 | SASB IF-EN-160A.2

At the CCR Group, the analysis and validation to implement projects in all our modes takes into account environmental interferences and considers the applicable legislation and regulations to obtain licenses and due compensation. The CCR Group's Environmental Policy establishes actions to prevent pollution and promote actions to protect biodiversity. In addition, the commitment to comply with applicable environmental legislation and its conditions fall within the mitigation hierarchy. The Policy defines that the assessment and sustainable management of natural resources must mitigate the expected negative impacts.

Regarding the protection of the environment and biodiversity, in 2023 we made a commitment to ensure green operations. This will involve:

- The development of a tool for the economic valuation of biodiversity in new restoration projects from 2024 onwards (TNFD – Task Force on Nature Financial Disclosure);
- Commitment to the No Net Loss (NNL) initiative;
- Adoption of Nature Based Solutions (NBS) as a measure to offset business impacts.

We have a Normative Instruction on Biodiversity, which aims to establish guidelines for the conduct of socio-environmental issues, minimizing biodiversity-related impacts in all business units, taking into account the company's governance processes. In addition, the Forest Restoration Master Plan and the Highway Forest Restoration Procedure were prepared, which aims to guide the implementation of environmental compensation through forest restoration, establishing the procedures, methodologies, responsibilities, monitoring and applicable legal instruments. These instruments are in the final approval phase.

On all of CCR's platforms, asset deployment procedures are subject to environmental monitoring. In some cases, during

construction works, intervention may occur in areas of conservation units and in permanent preservation areas (APP). These intervention sites are recovered after the completion of the works and the suppression and intervention interventions in PPAs are compensated environmentally, through compensatory plantations and/or through the land regularization of the Conservation Unit, in compliance with the current legislation. In addition to the impacts on flora, during vegetation suppression activities there may be an impact related to fauna and to reduce this impact, activities of scaring away, rescue and monitoring of fauna are carried out by qualified professionals.

During the licensing process, the impacts generated by the expansion works are surveyed, which can be classified as low/medium impact (such as device adaptation works, additional lanes within the right-of-way, access adjustments, walkways etc.) or high impact (such as duplication works, implementation of new devices, implementation of marginal roads etc.). All expansion works may generate temporary impacts (erosion, silting of water resources, contamination of soil and water resources, nuisance to the population due to noise generation, among others), for which mitigation and control actions are taken (sediment containment measures, protection against erosive processes, noise and vibration control, solid waste and liquid effluent management etc.), and definitive impacts (loss of local tree individuals), for which compensation measures (forest restoration programs) are envisaged.

In order to offset the impact of our operations, we develop and execute forest restoration projects in all the states where we operate. These projects promote the recovery of degraded areas through the planting of native trees, protecting water resources and soil, and recovering local biodiversity. The regularization of areas in Conservation Units is also an initiative for the preservation of priority areas.

CCR Highways' ongoing projects during 2023 totaled 110.72 hectares, an area corresponding to 102 soccer fields, of which 31.52 hectares were planted with native species and 79.2 hectares were subject to land regularization. Several native species were used in these plantations, including endangered/protected species by law.

Also in 2023, the partnership with the Seed Paths Initiative was maintained, which aims to scale up the recovery of native vegetation in Brazil through the use of the direct seeding method in an inclusive way. With effective results for the restoration of native vegetation in a process similar to the natural one, direct sowing promotes social and economic development, since it fosters networks for the collection of native seeds, sustainable businesses led by traditional peoples and communities, providing significant socioeconomic gains and accelerated advancement of direct sowing based on traditional knowledge. The seeds are made available by a network of local collectors of indigenous collectives, quilombolas, and small farmers organized for the production and marketing of forest products, who work in a network to produce and make these seeds available on the market.

In addition, an ecological restoration project was developed at CCR ViaCosteira in conjunction with Funai and the Tekoa Marangatu Indigenous Community. The project is being approved by Ibama for further implementation. Also in 2023, for environmental compensation for the duplication works of the BR-386 between Lajeado and Marques de Souza, Ibama approved the innovative methodology for Land Regularization of Conservation Units aiming at the creation of a Municipal Park in Lajeado, RS. It is a remnant area of Atlantic Forest in an advanced stage of regeneration, with approximately 52 hectares. The area has environmental relevance due to the existing flora and fauna, water springs and protected native tree specimens. Thus, the formalization of the Conservation Unit will contribute to the conservation of this area, which was previously susceptible to the pressure of real estate expansion.

Habitats protected or restored GRI 304-3	CCR Highways			
	Hectares	Location	Restoration approved by external independent experts	Status of Conservation of the area
<b>Name of environmental protection area</b>				
APA Itupararanga	11.5	Ibiúna-SP	Yes	Planting under maintenance
APP - Private Area (Terra Simão Farm)	4.57	Jacareí - SP	Yes	To be planted
Serra do Tabuleiro State Park	79.19	São Bonifácio e Águas Mornas/SC	Yes	Land Regularization of PAs
<b>Name of the restored area</b>				
Private area	15.48	Porto Feliz - SP	Yes	Planting under maintenance
APA Itupararanga	11.50	Ibiúna-SP	Yes	Planting under maintenance
APP - Private Area (Terra Simão Farm)	4.57	Jacareí - SP	Yes	To be planted
Serra do Tabuleiro State Park	28.38	Águas Mornas/SC	Yes	Land Regularization of PAs
Serra do Tabuleiro State Park	31.22	São Bonifácio/SC	Yes	Land Regularization of PAs
Serra do Tabuleiro State Park	19.6	São Bonifácio/SC	Yes	Land Regularization of PAs

Our operations are carried out with due care for the fauna, aiming to reduce the impacts on the surroundings of the regions where we operate. We have adopted monitoring, rescue and training programs for our teams for the proper management of the fauna. We also have agreements signed with partner institutions to receive, treat, when necessary, and reintroduce this fauna into their habitats. Currently, wildlife rescue and scaring programs are underway in the expansion/improvement works at CCR ViaSul, CCR ViaCosteira, CCR ViaOeste and CCR RioSP. The Programs monitor the entire vegetation suppression phase of the works, ensuring that wild animals that may be found on site can be chased away to nearby vegetation areas and/or rescued, when necessary.

CCR Airports operates in the transportation infrastructure segment, its airports are already consolidated, that is, all are already installed and operating. In 2023 and until the end of 2024, our airports will undergo adaptation and expansion works to improve the operating system. Thus, we categorize the impacts on biodiversity into two categories: impacts related to the operation and impacts related to the works.

When it comes to the nature of the potential impacts of operations on fauna, collisions (aircraft, being run over) and noise generation (ecological stress) stand out. These impacts are classified as negative, local, reversible and mitigable. Interference with fauna due to human activity is a widely known environmental aspect in environmental management. However, when analyzing the aviation sector, the focus is reversed, mainly the interference of fauna in aeronautical operations is studied, due to the occurrence of incidents and accidents due to collisions between aircraft and fauna, and this theme is called Fauna Risk to Aviation. This risk, if not properly managed, can cause great human losses and material and economic losses for a region, in addition to negatively impacting the fauna. On the other hand, as the indicators of the management program evolve, there are also positive impacts on the protection and conservation of fauna.

Also during the operation, it is casually necessary to remove trees (often isolated) to protect the aircraft's transition ramps and operational safety. These suppressions can take place both inside the airport and outside, at its headlands, with the appropriate environmental authorizations.

During the construction phase, for some airports, it is necessary to carry out some environmental interventions such as suppression of vegetation and isolated trees, intervention in environmental protection areas, soil movement. The fauna is affected by the activities related to the works, where the presence and movement of people and the increase in vehicle traffic can result in disturbance, scaring and eventual accidents with animals. Regarding the aquatic biota, aquatic communities will be affected as a result of the works, considering the existence of water bodies that will be directly impacted.

Significant direct impacts on wildlife in the operation phase can be evidenced through the number of animals that suffered collisions with aircraft. In 2023, adding up all airports, there were 706 collisions recorded, representing a reduction of 15% compared to the previous year, when we observe the indicator of collisions per 10 thousand landing and takeDismissed operations. Among the most affected species, we can mention those that frequent the airport site more frequently as an extrapolation of the probability of being involved in collisions. Daily records of the presence of animals at the airport site are made, and the occurrences vary between domestic species, urban animals and wild animals.

The extent of the impacts and their duration are related to the operation, being the extent of the airport site and airport security area (diameter of 20 kilometers around the main runway of the airport), where the probability of collisions is greater. And the duration also relates to the operations and movement of the aircraft. The impacts are irreversible when it comes to collision events, but the actions to



Foz do Iguaçu has the first "**Jaguar Friendly Airport**" in Brazil.

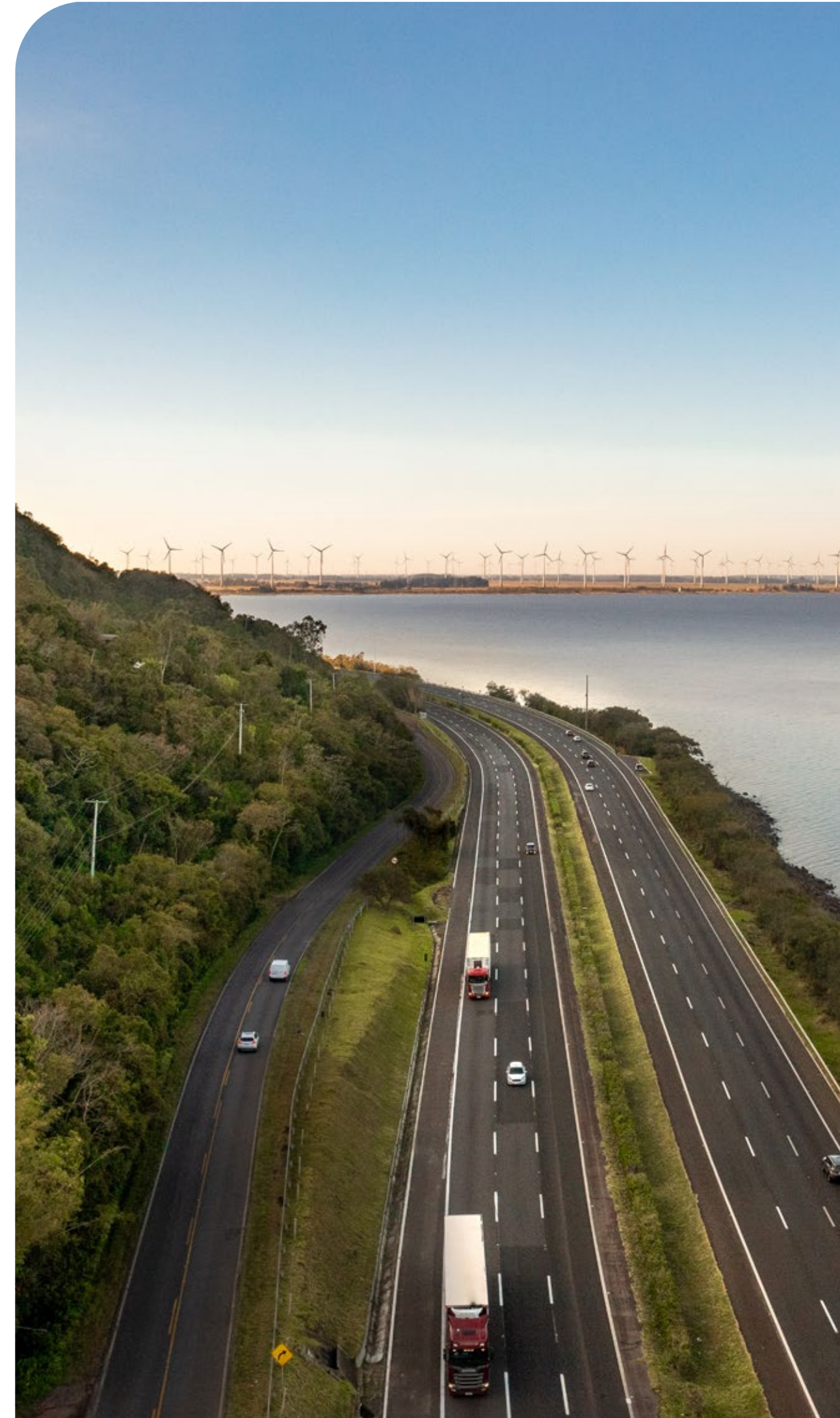
<https://www.craeropertos.com.br/foz-do-iguacu-pr/noticias/101453-foz-do-iguacu-tem-o-primeiro-aeroporto-amigo-da-onca-do-brasil>

adapt the environment, which include management of green areas, corrections of access vulnerability, exclusion of food and shelter for animals, aim to protect the fauna, keeping them away from critical areas that can put them at risk. Therefore, the adaptation actions aim at the reversibility of the risk of collisions between fauna and aircraft.

At our airports, there are no Environmental Protection Areas (APA) in the heritage area. However, 69% of our airports are within a radius of 3 kilometers from a protected area, totaling 60 protected areas. In the patrimonial areas of the Airports there are some Legal Reserve (RL) areas, which are at the airports of Foz do Iguacu, BH Airport, Joinville and Navegantes. Only these three airports are located in rural areas, and these need to be regularized through the self-declaration of the Rural Area Registry (CAR). For BH Airport, we have 309, 64 hectares of RL and 105 ha in Permanent Preservation Area (APP). In relation to BH Airport, the Technical Project for the Reconstitution of the Flora was carried out by the company Green Brasil and for the airport of Foz do Iguacu, the services of recovery and planting of vegetation in the Legal Reserve area is being conducted by VP Ecology. This contract began in 2023, with an extension until 2024.

In CCR Mobility's train, subway and tram concession contracts, there are no significant environmental impacts on biodiversity associated with the operation, maintenance and implementation works. The works foreseen in the notices are basically made up of improvements to existing facilities, renovations and platform expansions. In addition, rail operations take place in highly anthropized and urban environments.

In relation to the maritime crossing of CCR Barcas, in the section of the Southern Division (Mangaratiba, Ilha Grande and Angra dos Reis), there is a stretch of environmental preservation. As a result, the Company adopts a series of environmental control measures, including systematic preventive and predictive maintenance of vessels and facilities. In addition, training is provided for the response to emergencies involving oil leakage that can be triggered as a corrective measure. Finally, we emphasize that associated with the aforementioned control measures, there is also full compliance with the environmental conditions of the operating license, as well as with the legal requirements.



## Atlantic Forest Rescue and Conservation Program

During the works that took place at the airports in 2023, we carried out a Program for the Rescue and Conservation of the Atlantic Forest, located at Foz do Iguacu Airport.

We rescued the plants considered to be of great environmental value, seeds and regenerants in the understory before the suppression of the native vegetation of the fragment of the Forest Reserve. Seedlings were rescued to be replanted in the area to be recovered inside the airport. The objective is to maintain the genetics of the region, through resistant plants and ensure the regeneration of the planting area, according to the environment in which the fragment is located.

The maintenance of consolidated green areas is very important for the conservation of biodiversity, as continuous forests or those that have large ecological corridors contribute to shelter animals with greater requirements for living area and foraging, such as big cats. In addition, the amount of plants, insects and various other animals that take shelter in old trees are not replaced by new plantings.

## Waste

GRI 3-3, 306-4

The CCR Group operates in accordance with the legislation in force at the federal, state and municipal levels and in accordance with the National Solid Waste Policy (PNRS), which provides for reducing recyclable waste sent to landfills, among other actions, in addition to following the premises of the 5Rs—Refuse, Rethink, Reduce, Reuse and Recycle—throughout the value chain. To this end, we seek to mitigate possible risks generated during the packaging and disposal of waste and to evaluate opportunities associated with waste recovery: reuse, recovery and recycling.

The CCR Group units carry out waste management based on the guidelines of the Solid Waste Management Plan (PGRS), and as the case may be, they also have a Health Solid Waste Management Plan (PGRSS), the Civil Construction Waste Management Plan (PGRCC).

In 2023, the environmental guidelines were updated, especially bringing improvements to the waste management process of the works, aiming at a circular economy. Also in this year, we defined commitments related to waste management, also seeking to reduce GHG emissions. In this sense, we are committed to:

- Increasing the reuse of asphalt milled material (RAP) to 20% in 2023;
- Increasing waste recycling rates to 25% by 2023.

CCR Highways units are looking for partner institutions to reuse and/or recycle the waste generated in the operation. For example, in the process of maintaining highways, a significant volume of metal scrap is generated, which is destined for companies specialized in the recycling of ferrous materials. At CCR Auto-BAn, we have the recycling of plastic cups that become pens; the reverse logistics of the operation's tires; the recycling of tire soles collected in the operation; recycling of demolition waste from flexible pavement, as well as paper and cardboard, among others.

In search of better solutions for waste management, at the end of 2022, we launched the Waste Management Challenge, an open innovation program with startups. The pilot project was implemented in a CCR ViaOeste project and brought, over the first six months, important

results such as about 20 thousand kilograms of steel destined for recycling and 7 thousand cubic meters of soil transported in an optimized manner and used in other CCR works.

CCR Airports started a process of mapping the cooperatives of collectors of recyclable materials, giving preference to sending recyclable waste to these cooperatives, duly licensed, generating employment and

income for the associated families. For example, Imperatriz Airport signed a Partnership Agreement with Ascamari and 100% of the recyclable waste generated at the airport is sent to this cooperative, where 100 families work. At the other airports, this shipment is provided for in a contract with the current waste management company, according to the Term of Reference, the basis for the contract.

## Reuse of Asphalt Milling

The asphalt pavement is dimensioned to meet the travel needs of users with adequate levels of safety, comfort and economy. In the projects it is estimated that the durability of asphalt pavements is around 10 to 12 years, depending on the traffic and weather conditions that deteriorate the pavement. After this period, the pavement needs to undergo restoration processes to continue serving users with the appropriate levels. During the asphalt pavement restoration process, a by-product known as milled or RAP (Reclaimed Asphalt Pavement) is generated. This material can be reused in various ways in recycling processes due to its mechanical characteristics. The recycling of asphalt pavements, through the reuse of milled pavements, has been evolving worldwide and also in Brazil, as an attractive technique to restore existing pavements. The popularity of this technique is mainly due to the fact that it meets society's current goals of reducing the consumption of natural resources, energy and the emission of pollutants into the environment. One possibility is to reuse the cold-milled material to restore the bases and sub-bases of the floors. In these cases, up to 100% of the milled material can be reused by stabilizing it with

cementing agents (Portland cement, hydrated lime), asphalt materials (asphalt emulsion and foamed asphalt) or by a combination of these. The CCR Group has been cold reusing RAP for more than 15 years on different highways managed by the Group, bringing economic and environmental benefits, in addition to ensuring high quality standards for the user. Another alternative to reuse RAP is in the production of new hot asphalt concrete, for its application in asphalt coatings. In this case, the percentages of milled recycled fluctuate range from 10% to 30%. The CCR Group started the first experimental stretches with this technique 4 years ago, in partnership with its Road Research Center and the University of São Paulo. Currently, several highway works managed by the Group already currently use 15 to 20% of RAP. The prospect is that this recycling may increase even more in the coming years, in part due to the start of operation of the first asphalt concrete plant of the CCR Group, located in the municipality of Estrela, in Rio Grande do Sul. The selection and acquisition of this plant met the technical criteria of being able to recycle up to 25% of RAP in the production of hot asphalt concrete.

Besides, there was the implementation of voluntary recyclable waste delivery points (AeroPEV) at the airports of Curitiba, Goiânia, São Luís and Foz Iguaçu, encouraging the entire airport community to voluntarily deliver recyclable waste, promoting selective collection. There is also sorting of recyclable waste within the waste center at strategic airports (Curitiba, Navegantes, Foz do Iguaçu, Teresina and São Luiz) to enhance the segregation and recycling of this waste. The implementation of external composting in Curitiba began in October, involving the airport's large generators of organic waste, such as restaurants, snack bars and VIP lounges, in favor of reusing this waste to avoid sending it to landfills. In Confins, we have internal sorting and composting at the waste center, improving waste segregation and enhancing landfill diversion.

CCR Mobility concessionaires conduct many initiatives for waste management. They are aimed at the internal public and customers or are related to the operation itself. At CCR Metrô Bahia, the program involves the reduction and recycling of waste and the use of the sludge generated at the Effluent Treatment Plant. The selective collection collectors gained clearer visual communication, which facilitates use by customers and permittees, and new collectors were installed in operational areas and stations. The waste obtained is sent to a partner cooperative. Dialogues, training and lectures on waste management and sustainability practices were offered to employees, while an environmental education campaign was broadcast on digital bulletin boards in the stations and on TVs placed in the cars, impacting passengers.

At the concessionaires ViaQuatro and ViaMobilidade Lines 5 and 17 (subway), waste is also donated to licensed waste pickers' cooperatives. The lubricating oil used in the maintenance processes is sold to a company that reprocesses it and transforms it into raw material for the manufacture of new oil. Non-contaminated uniforms and PPE (personal protective equipment) are sent to a company that promotes the reuse of fabric fibers for the production of social blankets, among other items. The stations are a space for the implementation of environmental campaigns, such as the collection of cooking oil and plastic caps.

ViaMobilidade Lines 8 and 9 (urban trains) started a process of mapping waste pickers' cooperatives for subsequent forwarding of recyclable materials. Waste generated at the stations and maintenance areas is sent to the Presidente Yard Altino, where they undergo segregation and conditioning before being sent for

#### Waste not destined for final disposal (t) - GRI 306-4

	Hazardous			Non-Hazardous			Total		
	2021	2022	2023	2021	2022	2023	2021	2022	2023
Preparation for reuse	0.00	5.52	0.00	18.17	112.90	190.81	18.17	118.42	190.81
Recycling	289.71	963.12	1,176.40	5,652.92	7,771.37	94,299.96	5,942.63	8,734.49	95,476.36
Other Recovery Operations	0.98	0.00	0.00	2.00	0.00	0.00	2.98	0.00	0.00
Oil re-refining	66.86	102.08	85.18	0.00	0.00	0.00	66.86	102.08	85.18
Scrap Dealers intermediaries	0.39	0.00	0.00	303.08	204.75	90.41	303.47	204.75	90.41
Reverse logistics	17.49	33.42	18.39	4.94	0.00	0.00	22.43	33.42	18.39
Composting	0.00	0.00	0.00	1.14	12.85	24.10	1.14	12.85	24.10
<b>Total</b>	<b>375.43</b>	<b>1,104.14</b>	<b>1,279.97</b>	<b>5,982.25</b>	<b>8,101.87</b>	<b>94,605.28</b>	<b>6,357.68</b>	<b>9,206.01</b>	<b>95,885.26</b>

The recovered waste (GRI306-4) was disposed of outside the organization, with the exception of 3.92 tons derived from composting that were used internally.

recycling. The stations of Lines 8 and 9 have waste collectors with an identifiable function to facilitate the correct disposal by users and employees. Dialogues and trainings on waste management are promoted internally. The water used in the washing of VLT Carioca trains comes from the reuse of properly decanted wastewater for the separation of oil and mineral waste. The remaining oil from the process, as well as that originated by other operating procedures, is destined for treatment.

In CCR Barcas, the treatment plant separated more than 56,000 liters of oil throughout the year, which were sent to reprocessing companies and generated additional income of more than 14,000 reais. About 130 tons of ferrous scrap and aluminum were destined for recycling and reuse. Pallets, used tires and cables have also gained new use thanks to internal recycling strategies.

In summary, in 2023, there was a significant increase in the generation of solid waste in the categories Rubble, Effluent treatment sludge and Recyclables (paper, plastic, glass and metal). The main increase is related to rubble - construction waste, soils and rocks, contaminated and uncontaminated - due to the works started in the year in some airports, highways and the Gentileza Intermodal Terminal (TIG) in the VLT unit. About 37% of the non-hazardous waste in this category was destined for recycling and the rest was sent to landfills.

While the increase in the category of Effluent Treatment Sludge is due to the suction of the soil at the beginning of the excavation for the TIG works in the VLT unit, the growth in recyclables is a reflection of the works that took place in some Airport units and the arrival of new trains in units L8 and L9, in Urban Mobility.



80



NARRATION



WEBSITE ON  
CONTRAST  
SCREEN

# ANNEXES

# GRI CONTENT INDEX

Declaration of use: CCR S.A. reported in compliance with the GRI Standards for the period from 01/01/2023 to 12/31/2023.

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION / DESCRIPTION	OMISSIONS		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
<b>General Disclosures</b>					
<b>Reporting Practices</b>					
	2-1 Organizational details	Pages <a href="#">8</a> , <a href="#">19</a> and <a href="#">23</a> . The CCR Group (CCR S.A.) is headquartered in São Paulo			
	2-2 Entities included in the organization's sustainability reporting	According to DFP - Standardized Financial Statements available at Central de Resultados - CCR.			
	2-3 Reporting period, frequency and contact point	Page <a href="#">8</a>			
<b>GRI 2: General Disclosures 2021</b>	2-4 Restatements of information	The CCR Group's 2023 Integrated Report revised the indicators disclosed in accordance with GRI Standard 2021 compared to the previous year, resulting in a decrease in the number of indicators reported. This review sought, in the first place, to better fit the 2023 Integrated Report to the principle of conciseness, recommended by CVM Resolution No. 14 of 12/9/20 that approves the Technical Guidance CPC 09 - Integrated Reporting. In addition, we seek to align with the indicators released quarterly in the <a href="#">ESG Indicator Panel</a> . We understand that the indicators presented in the 2023 Integrated Report significantly represent the impacts on the economy, the environment and people, including human rights, caused by the CCR Group in the period.			
	2-5 External assurance	The Company's Board of Directors resolved on the hiring of <a href="#">KPMG Auditores Independentes Ltda.</a> to provide independent audit services of its financial statements and those of its subsidiaries from 2022 to 2026.			

81



NARRATION

WEBSITE ON  
CONTRAST  
SCREEN

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION / DESCRIPTION	OMISSIONS		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
<b>Activities and workers</b>					
GRI 2: General Disclosures 2021	2-6 Activities, value chain and other business relationships	Pages <a href="#">22</a> , <a href="#">27</a> and <a href="#">44</a>			
	2-7 Employees	Pages <a href="#">51</a> , <a href="#">52</a> and <a href="#">102</a>			
	2-8 Workers who are not employees	Page <a href="#">102</a>			
<b>Governance</b>					
GRI 2: Disclosures General 2021	2-9 Governance structure and composition	Pages <a href="#">40</a> to <a href="#">42</a>			
	2-10 Nomination and selection to the highest governance body	Pages <a href="#">40</a> and <a href="#">41</a>			
	2-11 Chair of the highest governance body	Page <a href="#">49</a>			
	2-12 Role of the highest governance body in overseeing the management of impacts	Pages <a href="#">40</a> e <a href="#">41</a>			
	2-13 Delegation of responsibility for managing impacts	Pages <a href="#">40</a> and <a href="#">41</a>			
	2-14 Role of the highest governance body in sustainability reporting	Page <a href="#">40</a>			
	2-15 Conflicts of interest	Page <a href="#">49</a>			
	2-16 Communication of critical concerns	Page <a href="#">46</a>			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION / DESCRIPTION	OMISSIONS		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
<b>GRI 2: Disclosures General 2021</b>	2-17 Collective knowledge of the highest governance body	Pages <a href="#">40</a> and <a href="#">41</a>			
	2-18 Evaluation of the performance of the highest governance body	Pages <a href="#">40</a> and <a href="#">41</a>			
	2-19 Remuneration policies	Page <a href="#">43</a>			
	2-20 Process to determine remuneration	Page <a href="#">43</a>			
	2-21 Annual total compensation ratio	Page <a href="#">94</a>			
<b>Strategy, policies and practices</b>					
<b>GRI 2: General Disclosures 2021</b>	2-22 Statement on sustainable developm	Pages <a href="#">4</a> to <a href="#">6</a>			
	2-23 Policy commitments	Pages <a href="#">16</a> , <a href="#">17</a> , <a href="#">36</a> , <a href="#">41</a> , <a href="#">44</a> and <a href="#">49</a>			
	2-24 Embedding policy commitments	Pages <a href="#">16</a> , <a href="#">17</a> , <a href="#">44</a> , <a href="#">47</a> and <a href="#">68</a>			
	2-25 Processes to remediate negative impacts	Pages <a href="#">44</a> , <a href="#">58</a>			
	2-26 Mechanisms for seeking advice and raising concerns	Pages <a href="#">44</a> to <a href="#">46</a>			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION / DESCRIPTION	OMISSIONS		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
	2-27 Compliance with laws and regulations	For the Regulatory Defense, we had a sanction applied by the Municipality of Mangaratiba/RJ. This is a notice of infraction (Notice of Environmental Infraction No. 024-CA/2023) drawn up in disfavor of RioSP due to the deposit of milled material in APP. A fine in the amount of R\$ 30,000,000.00 (thirty million reais) was imposed in favor of the Concessionaire. After an administrative appeal, the amount of the fine was reduced to R\$ 20,000,000.00 The Concessionaire filed a hierarchical appeal, which is still awaiting consideration. The criterion adopted by the Company for significant cases of non-compliance in the processes related to regulatory defense was that the amount involved was above R\$ 5 million.			
	2-28 Membership associations	<p>Holding, GBSesAMM</p> <p>Abdib - Brazilian Association of Infrastructure and Basic Industries</p> <p>Abrasca - Brazilian Association of Publicly-Held Companies</p> <p>Moveinfra - Association of Multisectoral Infrastructure Investors</p> <p>UITP (International Union of Public Transport)</p> <p>Brazilian Association of Shared Services - ABSC Telcomp - Brazilian Association of Competitive Telecommunications Service Providers</p> <p>Airports</p> <p>ABR - Airports in Brazil</p> <p>Aberje - Brazilian Association of Business Communication</p> <p>ACI - LAC - Airports Council International Latin America and The Caribbean</p> <p>Iguazu Tourism Promotion Institute</p> <p>Mobility</p> <p>Alamys - Asociacion Latinoamericana de Metros Y Subterrâneas</p> <p>ANPTrilhos - National Association of Rail Passenger Carriers</p> <p>Firjan - Federation of Industries of the State of Rio de Janeiro</p> <p>Highways</p> <p>ABCR - Brazilian Association of Highway Concessionaires</p> <p>ACRJ - Commercial Association of Rio de Janeiro Sincrod - National Union of Highway, Urban Roads, Bridges and Tunnels Concessionaires</p>			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION / DESCRIPTION	OMISSIONS		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
<b>Stakeholder engagement</b>					
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	Pages <a href="#">9</a> to <a href="#">12</a>			
	2-30 Collective bargaining agreements	Page <a href="#">102</a>			
<b>Specific topics</b>					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Page <a href="#">9</a>			
	3-2 List of material topics	Page <a href="#">9</a>			
<b>Anticorruption</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages <a href="#">44</a> to <a href="#">46</a>			
	205-1 Operations assessed for risks related to corruption	Pages <a href="#">44</a> to <a href="#">46</a>			
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Pages <a href="#">95</a> to <a href="#">99</a>			
<b>Energy</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages <a href="#">72</a> , <a href="#">73</a>			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION / DESCRIPTION	OMISSIONS		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organization	Pages <a href="#">72</a> , <a href="#">73</a> , <a href="#">129</a> , and <a href="#">130</a>			
<b>Biodiversity</b>					
<b>GRI 3: Material Themes 2021</b>	3-3 Management of material topics	Page <a href="#">74</a>			
<b>GRI 304: Biodiversity 2016</b>	304-3 Habitats protected or restored	Page <a href="#">75</a>			
<b>Emissions</b>					
<b>GRI 3: Material Themes 2021</b>	3-3 Management of material topics	Pages <a href="#">69</a> to <a href="#">71</a>			
	305-1 Direct (Scope 1) greenhouse gas (GHG) emissions	Pages <a href="#">70</a> , <a href="#">125</a> and <a href="#">127</a>			
<b>GRI 305: Emissions 2016</b>	305-2 Indirect (Scope 2) greenhouse gas (GHG) emissions	Pages <a href="#">71</a> , <a href="#">125</a> and <a href="#">127</a>			
	305-3 Other indirect (Scope 3) greenhouse gas (GHG) emissions	Pages <a href="#">71</a> , <a href="#">126</a> and <a href="#">127</a>			
<b>Waste</b>					
<b>GRI 3: Material Themes 2021</b>	3-3 Management of material topics	Pages <a href="#">78</a> and <a href="#">79</a>			
<b>GRI 306: Waste 2020</b>	306-4 Waste diverted from disposal	Pages <a href="#">78</a> and <a href="#">79</a>			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION / DESCRIPTION	OMISSIONS		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
<b>Jobs</b>					
<b>GRI 3: Material Themes 2021</b>	3-3 Management of material topics	Page <a href="#">51</a>			
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	Pages <a href="#">51</a> , <a href="#">103</a> to <a href="#">106</a>			
<b>Occupational health and safety</b>					
<b>GRI 3: Material Themes 2021</b>	3-3 Management of material topics	Page <a href="#">55</a> to <a href="#">57</a>			
<b>GRI 403: Health and Safety</b>	403-6 Promotion of worker health	Page <a href="#">57</a>			
	403-9 Work-related injuries	Page <a href="#">55</a> , <a href="#">106</a> , and <a href="#">107</a>			
<b>Diversity and equal opportunities</b>					
<b>GRI 3: Material Themes 2021</b>	3-3 Management of material topics	Page <a href="#">54</a>			
<b>GRI 405: Diversity and Equal Opportunities 2016</b>	405-1 Diversity of governance bodies and employe	Pages <a href="#">115</a> to <a href="#">118</a>			
<b>Local Communities</b>					
<b>GRI 3: Material Themes 2021</b>	3-3 Management of material topics	Page <a href="#">63</a> to <a href="#">65</a>			
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programs	Page <a href="#">63</a>			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION / DESCRIPTION	OMISSIONS		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
<b>Public Policies</b>					
<b>GRI 3: Material Themes 2021</b>	3-3 Management of material topics	Page <a href="#">63</a>			
<b>GRI 415: Public Policies 2016</b>	415-1 Political contributions	We do not make political contributions, as required by law.			
<b>GRI G4 Airport Operators Sector Disclosures</b>					
<b>GRI G4-A04</b>	Quality of storm water by applicable regulatory standards	According to the Water and Effluent Monitoring Plan of the operational activities, rainwater monitoring is carried out in facilities that have a Water and Oil Separator System (SCAO) or a Rainwater Capture and Treatment System (Etac). At the airports of Bagé, Pelotas, and Uruguaiana, the biannual campaigns in the SCAO were carried out successfully and with results in accordance with Conama 430/11. In Curitiba, there is no legal requirement for monitoring SCAO, however, we annually do the analysis and that demonstrated compliance in 2023, as well as in the monthly ETAC campaigns. The reuse facilities in Goiânia have undergone a revitalization and will have their monitoring restored, while Londrina, despite having a SCAO, there is no legal requirement for rainwater analysis.			
<b>GRI G4-A06</b>	Aircraft and pavement de-icing/anti-icing fluid used and treated by m <sup>3</sup> and/or metric tonnes	No antifreeze fluid is kept at CCR airports. None procedure for use in aircraft, as well as there is no air transport auxiliary services company (Esata) that provides services to airlines prepared to carry out de-icing operations on aircraft in Brazil.			
<b>GRI G4-A08</b>	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	In 2023, there was no voluntary or involuntary displacement of people due to the Phase IB works of the airports. However, in URG two expropriation proceedings were concluded in which two areas were expropriated, through the Immission in Possession and payment of procedural and indemnity costs. These areas are areas not used as housing, one being an open field area, not productive and the other is part of a club, where the infrastructure of swimming pool, barbecue has been demobilized.			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION / DESCRIPTION	OMISSIONS		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION

<b>GRI G4-A09</b>	Total annual number of wildlife strikes per 10,000 aircraft movements	Page <a href="#">76</a>			
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89



NARRATION

WEBSITE ON  
CONTRAST  
SCREEN

## SASB INDEX

<b>IF-EN-160a.1</b>	Number of incidents of non-compliance with environmental permits, standards, and regulations	In 2023, CCR received 18 fines that have not yet been definitively judged
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<b>IF-EN-160a.2</b>	Discussion of processes to assess and manage environmental risks associated with project design, siting and construction	Page <a href="#">74</a>
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<b>IF-EN-250a.2</b>	Total amount of monetary losses as a result of legal proceedings associated with defect- and safety-related incidents	For all modes, which: Highways, Airports, Mobility, Services and Corporate is not applicable, since there is no information to be provided.
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<b>IF-EN-320a.1</b>	1) Total Recordable Incident Rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	Page <a href="#">55</a> , <a href="#">106</a> to <a href="#">109</a>
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GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION / DESCRIPTION	OMISSIONS		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
IF-EN-410a.1	umber of (1) commissioned projects certified to a third-party multi-attribute sustainability standard and (2) active projects seeking such certification	Page <a href="#">55</a>			
IF-EN-410a.2	Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	Page <a href="#">72</a> and <a href="#">73</a>			
IF-EN-410b.3	Amount of backlog for non-energy projects associated with climate change mitigation	Five urban mobility assets: ViaQuatro, CCR Metrô Bahia, VLT Carioca, ViaMobilidade - Line 5 and Via Mobilidade - Lines 8 and 9.			
IF-EN-510a.2	Total amount of monetary losses as a result of legal proceedings associated with charges of (1) bribery or corruption and (2) anti-competitive practices	For all modes - Highways, Airports, Mobility, Services and Corporate - it is not applicable, since there is no information to be provided.			
IF-EN-510a.3	Description of policies and practices for the prevention of (1) bribery and corruption and (2) anticompetitive behavior in project bidding processes	Page <a href="#">44</a> to <a href="#">46</a>			
SV-PS-230a.1	Description of the approach to identifying and addressing data security risks	Page <a href="#">50</a>			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION / DESCRIPTION	OMISSIONS		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
SV-PS-230a.2	Description of policies and practices relating to collection, usage, and retention of customer information	Page <a href="#">50</a>			
SV-PS-230a.3	(1) Number of data breaches, (2) percentage that (a) involve customers' confidential business information and (b) are personal data breaches, (3) number of (a) customers and (b) individuals affected	Page <a href="#">50</a>			
SV-PS-330a.1	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non executive management, and (c) all other employees	Page <a href="#">54</a>			
SV-PS-330a.2	(1) Voluntary and (2) involuntary turnover rate for employees	Pages <a href="#">103</a> to <a href="#">106</a>			
SV-PS-330a.3	Employee engagement as a percentage	Pages <a href="#">119</a> and <a href="#">120</a>			
SV-PS-510a.1	Description of approach to ensuring professional integrity	Page <a href="#">44</a>			
SV-PS-510a.2	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	For all modes – Highways, Airports, Mobility, Services and Corporate - it is not applicable, since there is no information to be provided.			
TR-RO-110a.1	Gross global scope 1 emissions	Pages <a href="#">70</a> and <a href="#">127</a>			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION / DESCRIPTION	OMISSIONS		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
TR-RO-110a.2	Discussion of the long- and short-term strategy or plan to manage scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Pages <a href="#">69</a> and <a href="#">70</a>			
TR-RO-110a.3	(1) Total fuel consumed, (2) percentage of natural gas, (3) percentage renewable	Pages <a href="#">72</a> , <a href="#">129</a> and <a href="#">130</a>			
TR-RO-540a.1	Number of road accidents and incidents	Page <a href="#">58</a>			
TR-RO-540a.3	(1) Number and (2) aggregate volume of spills and releases to the environment	Approximate total of 126 m <sup>3</sup> of spills and leaks into the environment, the main ones being: About 22 m <sup>3</sup> of gasoline at SP-348 (AutoBan dealership); About 30 m <sup>3</sup> of diesel gasoline oil at SP-348 (AutoBan dealership); About 31 m <sup>3</sup> of diesel oil or heating oil, in the SP-075 of the (ViaOeste concessionaire).			

## OTHER INDICATORS

Direct economic value generated and distributed	Page <a href="#">94</a>
Climate Risks (financial implications and other risks and opportunities of climate change)	Page <a href="#">48</a>
Emerging Climate Risks	Pages <a href="#">147</a> and <a href="#">149</a>
CCR Highways, Airports and Urban Mobility (context and investments in infrastructure and support for services)	Pages <a href="#">28</a> and <a href="#">30</a>
Confirmed cases of corruption and measures taken	In 2023, there were no confirmed cases of corruption in the CCR Group.
Lawsuits for unfair competition, trust and monopoly practices	In 2023, no lawsuits associated with the topic were registered.
Code of Conduct Coverage	Page <a href="#">100</a>

## OTHER INDICATORS

Violations of the Code of Conduct	Page <a href="#">101</a>
Cases of discrimination and corrective actions taken	Pages <a href="#">46</a> and <a href="#">99</a>
Occupational Safety (training of workers in occupational health and safety)	Page <a href="#">56</a>
Occupational diseases, LTIR/LTIFR and fatalities	Pages <a href="#">108</a> and <a href="#">109</a>
Health & Safety Certifications	Page <a href="#">109</a>
Average hours of training per year, per employee	Page <a href="#">110</a>
Training and development (programs to improve employees' skills and assistance with career transition)	Pages <a href="#">53</a> and <a href="#">54</a>
Percentage of employees who receive regular performance and career development appraisals	Page <a href="#">111</a>
Ratio of the basic salary and compensation received by women to those received by men	Pages <a href="#">112</a> and <a href="#">114</a>
Value Chain - Suppliers	Page <a href="#">121</a>
Operations and suppliers at significant risk of child labor occurring	In the year 2023, no suppliers with evidence of child labor were approved.
Operations and suppliers at significant risk of forced or compulsory labor occurring	In the year 2023, no suppliers with evidence of forced or compulsory labor were approved.
Social Investment	Page <a href="#">121</a>
Reduction in energy consumption	Page <a href="#">131</a>
Power Consumption	Page <a href="#">132</a>
Water consumption	Page <a href="#">145</a>
Total water withdrawal	Page <a href="#">146</a>
Biodiversity and land use (significant impacts of activities, products and services on biodiversity)	Pages <a href="#">74</a> and <a href="#">77</a>
Biodiversity - exhibition and assessment	Pages <a href="#">132</a> and <a href="#">142</a>
GHG Emissions Aspect	Page <a href="#">125</a>
Reduction of GHG emissions	Page <a href="#">128</a>
Waste generated	Page <a href="#">143</a>
Waste destined for final disposal	Page <a href="#">144</a>
Road Safety	Page <a href="#">121</a>
Customer Satisfaction Assessment	Pages <a href="#">122</a> and <a href="#">124</a>

## GOVERNANCE

### Direct economic value generated and distributed

ADDED VALUE	2021	2022	2023
<b>Direct economic value generated</b>	12,089,686	18,625,072	20,168,044
Recipes	12,089,686	18,625,072	20,168,044
<b>Distributed economic value</b>	11,093,277	17,439,752	19,478,596
Operating Costs	3,845,644	5,419,115	9,197,465
Employee salaries and benefits	1,551,049	1,976,356	1,940,299
Payments to Capital Providers	3,530,568	5,456,856	5,560,955
Payment to governments	2,000,803	3,922,014	2,374,978
Distribution of profits and dividends	165,213	665,411	404,899
Economic value retained	996,409	1,185,320	689,448

The operating cost and other detailed information is available in the Group's Financial Statements, available by clicking [here](#).

## Ethics and integrity

### Compensation

#### GRI 2-21 Proportion of total annual compensation

	2020	2021	2022	2023
<b>Current Annual Compensation – Highest-Paid Employee</b>	R\$ 6,451,725.00	R\$ 1,861,346.30	R\$ 6,240,476.67	R\$ 5,381,301.52
<b>Average Annual Compensation – Of other employees</b>	R\$ 50,655.56	R\$ 49,245.64	R\$ 57,878.13	R\$ 67,040.93
<b>Comparison Index</b>	127.36%	37.80%	107.82%	80.27%

Functional Level	CCR GROUP			HIGHWAYS			MOBILITY			AIRPORTS			SERVICES/ CORPORATE		
	2023			2023			2023			2023			2023		
Diversity indicators	woman	man		woman	man		woman	man		woman	man		woman	man	
<b>Executive Level</b> (base salary only)	R\$ 630,263.00	R\$ 915,334.96	69%	R\$ 606,055.12	R\$ 688,645.57	88%	R\$ -	R\$ 713,830.39	0%	R\$ 1,132,570.12	R\$ 791,116.07	143%	R\$ 573,526.58	R\$ 940,703.46	61%
<b>Executive Level</b> (base salary + incentives only)	R\$ 1,054,239.15	R\$ 1,730,554.17	61%	R\$ 1,125,250.17	R\$ 1,100,430.30	102%	R\$ -	R\$ 1,499,782.54	0%	R\$ 2,304,470.54	R\$ 1,573,557.92	146%	R\$ 880,207.47	R\$ 1,711,805.06	51%
<b>Managerial Level</b> (base salary only)	R\$ 333,310.21	R\$ 336,774.76	99%	R\$ 302,460.38	R\$ 348,243.37	87%	R\$ 276,959.76	R\$ 294,035.57	94%	R\$ 336,152.02	R\$ 314,810.67	107%	R\$ 352,777.68	R\$ 366,138.17	96%
<b>Managerial Level</b> (base salary + incentives only)	R\$ 523,793.67	R\$ 512,308.22	102%	R\$ 428,814.50	R\$ 480,087.87	89%	R\$ 422,979.53	R\$ 427,645.40	99%	R\$ 488,403.63	R\$ 443,322.33	110%	R\$ 573,339.99	R\$ 592,766.97	97%
<b>Non-managerial level</b> (base salary only)	R\$ 40,114.76	R\$ 46,440.27	86%	R\$ 24,223.45	R\$ 36,360.03	67%	R\$ 39,669.47	R\$ 39,752.24	100%	R\$ 65,056.53	R\$ 60,422.21	108%	R\$ 86,947.39	R\$ 114,132.89	76%
<b>Non-managerial level</b> (base salary + incentives only)	R\$ 48,151.71	R\$ 59,239.45	81%	R\$ 27,616.70	R\$ 42,428.45	65%	R\$ 47,514.68	R\$ 52,865.57	90%	R\$ 78,850.40	R\$ 74,893.67	105%	R\$ 108,869.15	R\$ 147,000.34	74%

## GRI 205-2 Anti-corruption

	CCR GROUP		HIGHWAYS		MOBILITY		AIRPORTS		SERVICES/ CORPORATE	
	Qty	%	Qty	%	Qty	%	Qty	%	Qty	%
<b>Communication</b>	16,418	99%	6,288	94%	7,279	99%	807	100%	2,044	100%
<b>Training</b>	14,267	85%	5,262	79%	6,426	88%	739	91%	1,840	90%

## Communication to employees about anti-corruption policies and procedures

	CCR GROUP		HIGHWAYS		MOBILITY		MOBILITY		SERVICES/ CORPORATE	
	Qty	%	Qty	%	Qty	%	Qty	%	Qty	%
Region										
<b>Midwest</b>	679	4%	679	10%	0	0%	0	0%	0	0%
<b>Northeast</b>	1,348	8%	0	0%	1,348	18%	0	0%	0	0%
<b>North</b>	0	0%	0	0%	0	0%	0	0%	0	0%
<b>Southeast</b>	13,597	81%	4,815	72%	5,931	81%	807	100%	2,044	100%
<b>South</b>	1,094	6%	1,094	16%	0	0%	0	0%	0	0%
<b>International</b>	0	0%	-	0%	0	0%	0	0%	0	0%
Functional Category										
<b>Governance bodies</b>	11	0%	0	0%	0	0%	0	0%	11	0%
<b>Apprentices</b>	1,306	8%	158	1%	179	1%	154	1%	815	5%
<b>Assistants</b>	368	2%	-	0%	-	0%	-	0%	-	0%
<b>Consultants</b>	691	4%	-	0%	-	0%	-	0%	-	0%
<b>Coordinators</b>	58	0%	0	0%	1	0%	6	1%	51	2%
<b>Directors</b>	281	2%	90	1%	40	1%	39	5%	112	5%
<b>Diretores</b>	22	0%	6	0%	3	0%	3	0%	10	0%
<b>Directors Executives</b>	7	0%	0	0%	0	0%	1	0%	6	0%

## Communication to employees about anti-corruption policies and procedures

	CCR GROUP		HIGHWAYS		MOBILITY		MOBILITY		SERVICES/ CORPORATE	
	Qty	%	Qty	%	Qty	%	Qty	%	Qty	%
<b>Engineers</b>	16	0%	8	0%	7	0%	0	0%	1	0%
<b>Experts</b>	331	2%	35	1%	17	0%	25	3%	254	12%
<b>Interns</b>	123	1%	16	0%	47	1%	12	1%	48	2%
<b>Managers</b>	221	1%	35	1%	49	1%	35	4%	102	5%
<b>Managers Executives</b>	91	1%	11	0%	13	0%	12	1%	55	3%
<b>Leaders</b>	706	4%	311	5%	391	5%	0	0%	4	0%
<b>Operation</b>	9,546	57%	4,895	73%	4,161	57%	322	40%	168	8%
<b>Superintendents</b>	0	0%	-	0%	-	0%	-	0%	-	0%
<b>Supervisors</b>	626	4%	212	3%	306	4%	77	9%	31	2%
<b>Technical</b>	2,325	14%	409	6%	1,732	24%	53	7%	131	6%
<b>Total</b>	<b>16,729</b>		<b>6,186</b>		<b>6,946</b>		<b>739</b>		<b>1,799</b>	

## Training of employees on anti-corruption policies and procedures

	CCR GROUP		HIGHWAYS		MOBILITY		MOBILITY		SERVICES/ CORPORATE	
	Qty	%	Qty	%	Qty	%	Qty	%	Qty	%
Região										
<b>Midwest</b>	601	4%	601	9%	0	0%	0	0%	0	0%
<b>Northeast</b>	1,200	7%	0	0%	1,200	16%	0	0%	0	0%
<b>North</b>	0	0%	0	0%	0	0%	0	0%	0	0%
<b>Southeast</b>	11,811	70%	4,006	60%	5,226	71%	739	91%	1,840	90%
<b>South</b>	655	4%	655	10%	0	0%	0	0%	0	0%
<b>International</b>	0	0%	0	0%	0	0%	0	0%	0	0%
Functional Category										
<b>Governance bodies</b>	11	-	0	-	0	-	0	-	11	-
<b>Analysts</b>	1,216	-	152	-	164	-	140	-	760	-
<b>Apprentices</b>	0	-	-	-	0	-	0	-	0	-
<b>Assistants</b>	642	-	0	-	0	-	0	-	0	-
<b>Consultants</b>	58	-	0	-	1	-	6	-	51	-
<b>Coordinators</b>	273	-	88	-	38	-	37	-	110	-
<b>Directors</b>	21	-	6	-	3	-	3	-	9	-
<b>Directors Executives</b>	7	-	0	-	0	-	1	-	6	-

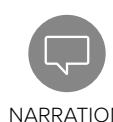
## Training for employees on anti-corruption policies and procedures (continued)

	CCR GROUP		HIGHWAYS		MOBILITY		MOBILITY		SERVICES/ CORPORATE	
	Qty	%	Qty	%	Qty	%	Qty	%	Qty	%
Functional Category										
Engineers	14	-	6	-	7	-	0	-	1	-
Experts	308	-	33	-	17	-	24	-	234	-
Interns	0	-	0	-	0	-	0	-	0	-
Managers	214	-	35	-	48	-	34	-	97	-
Managers Executives	91	-	11	-	13	-	12	-	55	-
Leaders	706	-	301	-	387	-	0	-	4	-
Operation	7,923	-	3,815	-	3,656	-	311	-	141	-
Superintendents	0	-	0	-	0	-	0	-	0	-
Supervisors	609	-	206	-	300	-	75	-	28	-
Technical	2,201	-	378	-	1,658	-	44	-	120	-
<b>Total</b>	<b>14,294</b>		<b>5,031</b>		<b>6,292</b>		<b>687</b>		<b>1,627</b>	

### Communication to partners on anti-corruption policies and procedures GRI 205-2

Business Partners	Midwest		Northeast		North		Southeast		South		Intern.		TOTAL	
<b>Strategic</b>	183	98%	271	99%	26	100%	2,978	98%	727	98%	174	90%	4,359	97%
<b>Non-Strategic</b>	175	91%	190	97%	39	95%	1,665	97%	525	98%	214	95%	2,808	96%
<b>Total</b>	<b>358</b>		<b>461</b>		<b>65</b>		<b>4,643</b>		<b>1,252</b>		<b>388</b>		<b>7,167</b>	

99



NARRATION

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### Cases of discrimination and corrective actions taken

	CCR GROUP	HIGHWAYS	MOBILITY	AIRPORTS	SERVICES/CORPORATE
<b>Total number of cases of discrimination that occurred during the reporting period.*</b>	64	16	28	9	11
<b>Number of cases where remediation plans are being implemented</b>	NA	NA	NA	NA	NA
<b>Number of cases and remediation plans that have been implemented and their results analyzed through routine internal management review processes</b>	13	4 - Warnings with reduced PLR - Warning without PLR reduction - Operational Conduct Instructions Activity	5 - Unfair dismissals - Feedback	2 - Warning with shutdown - Feedback	2 - Feedback
<b>Number of cases that are no longer subject to corrective action</b>	42	12	21	3	6

\*We consider all reports recorded in the typology discrimination, regardless of the type of conclusion or in progress  
Of the 64 registered in 2023, 8 are still under analysis

## Code of Conduct Coverage

Public	CCR GROUP		
	Code of Conduct Coverage (%)	Written/digital acknowledgement (%)	Code of Conduct Training Coverage (%)
Employees	100.00%	100.00%	100.00%
Third party	100.00%	100.00%	33.8%
Suppliers	100.00%	100.00%	34.0%
Clients	100.00%	100.00%	0.0%
Subsidiaries	100.00%	100.00%	34.0%

	CCR GROUP	HIGHWAYS	MOBILITY	AIRPORTS	SERVICES/CORPORATE
Training coverage for all employees on discrimination and harassment in the workplace (%)	100%	100%	100%	100%	100%

<b>Escalation process set for reporting incidents</b>	<ol style="list-style-type: none"> <li>1) Report is opened by the reporter through the confidential channel website or 0800</li> <li>2) The independent third-party company performs the initial triage of the report and defines the flow for treatment</li> <li>3) There are three streams: Compliance, CAU, and Chairman of the Board</li> <li>4) The person in charge (Compliance; CAC or Chairman of the Board) for the investigation, processes the report, defines the investigation strategy, activates the structure, monitors the execution of the measure, if necessary, and ends the report with evidence and decision-making.</li> </ol>
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<b>Corrective or disciplinary actions taken in case of discriminatory behavior or harassment</b>	When situations of harassment or discrimination are proven, measures such as: Training, Feedback and Warnings with reduction of PLR are applied; Warning without reduction of PLR; Dismissal with cause; Termination without cause; Shift transfer; Area or unit
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100



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## Violations of the Code of Conduct

	CCR GROUP	HIGHWAYS	MOBILITY	AIRPORTS	SERVICES/CORPORATE
<b>Total number of cases of violations against their codes of conduct/ethics</b>	1737	420	619	487	211
<b>Status/progress of reported violations (number of proven cases or number of cases under investigation etc.)</b>	350/643	59/137	98/206	155/214	38/86
<b>Details of the actions taken against the proven cases</b>	Feedback; Terminations without cause	Warnings with reduced PLR; Process improvements; Warnings without reduction of PLR; Removal of third parties; Dismissals with just cause; Terminations without cause; Shift, area or unit transfers;	Feedback; Warnings with reduced PLR; Warnings without reduction of PLR; Dismissals with just cause; Terminations without cause; Shift, Area, or Unit Transfers	Feedback; Warnings with reduced PLR; Process improvements; Removal of third parties; Dismissals with just cause; Terminations without cause; Compliance and/or Positive Environment Training	Feedback; Process improvements; Warnings without reduction of PLR; Terminations without cause; Shift, Area, or Unit Transfers
	-	Compliance and/or Positive Environment Training; Terms of Commitment and Responsibility	-	-	-

We consider all reports finalized in 2023 as valid and partially valid / We considered all reports under analysis until 12/31/2023 and all reports were investigated but were finalized as unfounded or inconclusive.

## SOCIAL

### Information on employees and other workers GRI 2-7

	CCR GROUP		HIGHWAYS		MOBILITY		AIRPORTS		SERVICES/ CORPORATE	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
<b>Type of contract</b>										
Full-time	10,822	6,202	3,553	3,395	5,738	1,555	630	344	901	908
Part-time	277	442	106	192	121	174	20	28	21	43
<b>Total</b>	<b>11,099</b>	<b>6,644</b>	<b>3,659</b>	<b>3,587</b>	<b>5,859</b>	<b>1,729</b>	<b>650</b>	<b>372</b>	<b>922</b>	<b>951</b>
Employees	11,099	6,644	3,659	3,587	5,859	1,729	650	372	922	951
Third party	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>11,099</b>	<b>6,644</b>	<b>3,659</b>	<b>3,587</b>	<b>5,859</b>	<b>1,729</b>	<b>650</b>	<b>372</b>	<b>922</b>	<b>951</b>
<b>Functional Category</b>										
Governance bodies	9	5	0	0	0	0	0	0	0	0
Analysts	712	659	144	147	212	117	106	80	250	315
Apprentices	160	333	68	164	73	135	11	20	8	14
Assistants	286	432	130	152	76	75	27	40	53	165
Consultants	37	21	4	3	7	1	2	0	24	17
Coordinators	175	117	87	35	25	18	24	22	39	42
Directors	18	6	7	2	3	1	4	1	4	2
Executive Directors	7	0	0	0	0	0	0	0	7	0
Engineers	10	6	7	1	3	5	0	0	0	0
Experts	202	132	59	28	44	23	11	10	88	71
Interns	56	74	17	12	18	24	9	8	12	30
Managers	150	77	47	20	42	18	32	8	29	31
Executive Managers	59	33	18	4	18	4	5	6	18	19
Leaders	457	286	136	186	311	93	8	3	2	4
Operation	6,187	4,001	2,465	2,707	3,231	994	306	130	185	170
Supervisors	458	186	149	49	222	76	49	28	38	33
Technical	2,116	276	321	77	1,574	145	56	16	165	38

	CCR GROUP		HIGHWAYS		MOBILITY		AIRPORTS		SERVICES/ CORPORATE	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
<b>Age group</b>										
Under 30 years old	2,561	2,414	877	1,364	1,381	650	104	89	199	311
Between 30 and 50 years old	7,310	3,843	2,236	1,965	4,006	1,011	457	269	611	598
Over 50 years old	1,228	387	546	258	472	68	89	14	121	47
<b>Region</b>										
Midwest	406	327	392	317	0	0	0	0	16	10
North	0	0	0	0	0	0	0	0	0	0
Northeast	944	442	0	0	906	431	0	0	38	11
Southeast	9,253	5,171	2,792	2,579	4,953	1,298	650	372	847	917
South	496	704	475	691	0	0	0	0	21	13
International	0	0	0	0	0	0	0	0	0	0

Data includes only direct employees.

In total, most of CCR Group's employees are concentrated in the Southeast region (13,892 full-time and 530 temporary). The other employees in these same work regimes are found in the Northeast (1,260 and 126), South (1,158 and 42) and Midwest (714 and 21), respectively.

### Workers who are not employed GRI 2-8

CCR has a team composed of outsourced employees, based on contracts with companies specialized in the provision of services, which operate in accordance with current legislation.

In 2022, the Group did not have a quantitative precision on the exact number of such professionals, as it was not in a system. In 2023, a Third-Party Management work was carried out with the companies to collect this data. Thus, in 2023, the CCR Group had 16,051 third parties working in conservation and maintenance services, facility cleaning, construction, assembly, consulting, signage, guarding, surveillance, operational and administrative support.

### GRI 2-30 Collective bargaining agreements

	HIGHWAYS	MOBILITY	AIRPORTS	SERVICES/ CORPORATE
Percentage of total employees covered by collective bargaining agreements	73.88%	99.30%	100%	4%

<sup>1</sup>The company uses as a reference the collective bargaining agreements established with other employees and manages this group with specific conditions.

## GRI 401-1 New hires and employee turnover | SASB SV-PS-330a.2

	CCR GROUP					HIGHWAYS					MOBILITY					AIRPORTS					SERVICES/ CORPORATE				
	Number of employees as of 12/31/22	Hired	Dismissed	Turnover on 12/31/23		Number of employees as of 12/31/22	Hired	Dismissed	Turnover on 12/31/23		Number of employees as of 12/31/22	Hired	Dismissed	Turnover on 12/31/23		Number of employees as of 12/31/22	Hired	Dismissed	Turnover on 12/31/23		Number of employees as of 12/31/22	Hired	Dismissed	Turnover on 12/31/23	
				Qty	%				Qty	%				Qty	%				Qty	%				Qty	%
<b>Gender</b>																									
Women	6,217	2,385	2,270	6,332	1.8%	3,232	1,503	1,530	3,205	-0.8%	1,679	557	460	1,776	5.8%	349	144	117	376	7.7%	957	181	163	975	1.9%
Men	10,246	2,676	2,297	10,625	3.7%	3,002	1,122	1,035	3,089	2.9%	5,641	1,245	871	6,015	6.6%	748	144	206	686	-8.3%	855	163	183	835	-2.3%
<b>Functional Category</b>																									
Governance bodies	14	2	2	14	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Analysts	1,018	262	216	1,064	4.5%	121	38	29	130	7.4%	157	77	25	209	33.1%	209	59	79	189	-9.6%	531	88	83	536	0.9%
Apprentices	372	502	410	464	24.7%	195	243	229	209	7.2%	163	207	162	208	27.6%	0	35	4	31	-	14	17	15	16	14.3%
Assistants	83	149	49	183	120.5%	0	55	13	42	0	33	37	11	59	78.8%	50	26	14	62	24.0%	0	31	11	20	0
Consultants	62	5	8	59	-4.8%	4	0	0	4	0.0%	3	1	1	3	0.0%	3	0	2	1	-66.7%	52	4	5	51	-1.9%
Coordinators	312	33	61	284	-9.0%	80	9	20	69	-13.8%	67	7	4	70	4.5%	51	10	27	34	-33.3%	114	7	10	111	-2.6%
Directors	25	6	14	17	-32.0%	6	1	3	4	-33.3%	5	2	3	4	-20.0%	4	0	2	2	-50.0%	10	3	6	7	-30.0%
Directors Executives	6	1	0	7	16.7%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	6	1	0	7	16.7%
Engineers	23	4	7	20	-13.0%	6	1	1	6	0.0%	15	3	5	13	-13.3%	1	0	1	0	-100.0%	1	0	0	1	0.0%
Experts	271	42	30	283	4.4%	16	8	4	20	25.0%	33	11	1	43	30.3%	29	5	13	21	-27.6%	193	18	12	199	3.1%
Interns	142	123	135	130	-8.5%	14	24	19	19	35.7%	54	39	45	48	-11.1%	9	20	12	17	88.9%	65	40	59	46	-29.2%
Managers	185	16	24	177	-4.3%	27	2	4	25	-7.4%	37	0	2	35	-5.4%	34	8	10	32	-5.9%	87	6	8	85	-2.3%

## GRI 401-1 New hires and employee turnover 1 SASB SV-PS-330a.2 (continued)

	CCR GROUP					HIGHWAYS					MOBILITY					AIRPORTS					SERVICES/ CORPORATE				
	Number of employees as of 12/31/22	Hired	Dismissed	Turnover on 12/31/23		Number of employees as of 12/31/22	Hired	Dismissed	Turnover on 12/31/23		Number of employees as of 12/31/22	Hired	Dismissed	Turnover on 12/31/23		Number of employees as of 12/31/22	Hired	Dismissed	Turnover on 12/31/23		Number of employees as of 12/31/22	Hired	Dismissed	Turnover on 12/31/23	
				Qty	%				Qty	%				Qty	%				Qty	%				Qty	%
<b>Managers Executives</b>	95	2	19	78	-17.9%	5	1	4	2	-60.0%	16	0	2	14	-12.5%	11	0	5	6	-45.5%	63	1	8	56	-11.1%
<b>Leaders</b>	679	17	102	594	-12.5%	223	13	46	190	-14.8%	434	4	50	388	-10.6%	17	0	5	12	-29.4%	5	0	1	4	-20.0%
<b>Supervisors</b>	576	47	92	531	-7.8%	160	26	33	153	-4.4%	292	10	33	269	-7.9%	88	6	17	77	-12.5%	36	5	9	32	-11.1%
<b>Technical</b>	226	473	170	529	134.1%	69	64	51	82	18.8%	119	350	84	385	223.5%	35	23	10	48	37.1%	3	36	25	14	366.7%
<b>Age group</b>																									
<b>Under 30 years old</b>	5,301	2,406	1,867	5,840	10.2%	2,267	1,292	1,202	2,357	4.0%	2,258	824	459	2,623	16.2%	209	118	72	255	22.0%	567	172	134	605	6.7%
<b>Between 30 and 50 years old</b>	9,786	2,418	2,370	9,832	0.5%	3,364	1,188	1,198	3,354	-0.3%	4,514	904	762	4,656	3.1%	785	165	228	720	-8.3%	1,123	161	182	1,102	-1.9%
<b>Over 50 years old</b>	1,376	237	330	1,282	-6.8%	603	145	165	583	-3.3%	548	74	110	512	-6.6%	103	5	23	84	-18.4%	122	13	32	103	-15.6%
<b>Region</b>																									
<b>Midwest</b>	765	191	212	744	-2.7%	765	187	211	741	-3.1%	0	0	0	0	0	0	0	0	0	0	0	4	1	3	0
<b>North</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Northeast</b>	1,381	255	202	1,434	3.8%	0	0	0	0	0	1,381	241	197	1,425	3.2%	0	0	0	0	0	0	14	5	9	0
<b>Southeast</b>	13,130	3,924	3,474	13,577	3.4%	4,282	1,750	1,688	4,344	1.4%	5,939	1,561	1,134	6,366	7.2%	1,097	288	323	1,059	-3.5%	1,812	325	329	1,808	-0.2%
<b>South</b>	1,187	691	679	1,199	1.0%	1,187	688	666	1,209	1.9%	0	0	0	0	0	0	0	0	0	0	0	3	13	-10	0
<b>International</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

## GRI 401-1 New hires and employee turnover | SASB SV-PS-330a.2 (continued)

	CCR GROUP			HIGHWAYS		MOBILITY		AIRPORTS		SERVICES/ CORPORATE	
	2021	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023
<b>Total</b>	24.5%	17%	21.7%	24%	30.3%	12%	14.6%	10%	30.2%	9%	13.2%
<b>Volunteer</b>	6.4%	5%	14.6%	7%	19.2%	2%	11.1%	5%	19.3%	5%	8.9%
<b>Involuntary</b>	18.1%	12%	5.4%	17%	7.7%	9%	2.9%	5%	10.2%	5%	4.2%

## Hiring Rate

Hiring indicators	CCR GROUP				HIGHWAYS				MOBILITY				AIRPORTS				SERVICES/ CORPORATE			
	2020	2021	2022	2023	2020	2021	2022	2023	2020	2021	2022	2023	2020	2021	2022	2023	2020	2021	2022	2023
<b>Percentage of open positions filled by internal candidates (internal hires)</b>	12.10%	7.77%	8.96%	15.12%	7.31%	4.00%	1.36%	7.20%	7.42%	2.65%	0.62%	21.98%	33.33%	48.63%	63.66%	25.87%	52.44%	50.89%	1.37%	18.23%
<b>Average Cost of Hire/FTE</b>	-	-	-	R\$ 1,360.23	R\$ 78.37	R\$ 42.15	R\$ 45.94	-	R\$ 78.37	R\$ 42.15	R\$ 45.94	-	R\$ 78.37	R\$ 42.15	R\$ 45.94	-	R\$ 78.37	R\$ 42.15	R\$ 45.94	-
<b>Average number of years of men employed in the organization</b>	4.8	4.7	3.6	4.2	5.2	4.5	4.4	4.7	4.0	4.2	3.5	3.9	6.0	5.6	4.8	2.4	3.8	4.3	1.8	5.1
<b>Average number of years of women employed in the organization</b>	4.1	4.2	3.0	3.4	3.7	3.4	3.2	3.4	3.7	4.1	3.1	3.0	5.5	5.4	4.5	1.4	3.7	4.1	1.3	4.8

## GRI 401-1 New hires and employee turnover | SASB SV-PS-330a.2 (continued)

Segregation of new hires	CCR GROUP				HIGHWAYS				MOBILITY				AIRPORTS				SERVICES/CORPORATE			
	2020	2021	2022	2023	2020	2021	2022	2023	2020	2021	2022	2023	2020	2021	2022	2023	2020	2021	2022	2023
<b>Age group</b>																				
<30 years	1,249	2,812	2,559	2,406	973	1,432	1,440	1,292	176	1,152	688	824	8	33	165	118	92	195	266	16
Between 30 and 50 years old	963	3,511	2,947	2,418	670	1,482	1,403	1,188	149	1,664	689	904	22	132	497	165	122	233	358	19
>50 years	94	396	356	237	68	234	181	145	12	122	71	74	3	18	70	5	11	22	34	0
<b>Gender</b>																				
Man	1,077	4,147	3,024	2,676	700	1,418	1,349	1,122	238	2,377	870	1,245	18	118	485	144	121	234	320	20
Woman	1,229	2,572	2,838	2,385	1,011	1,730	1,675	1,503	99	561	578	557	15	65	247	144	104	216	338	15

## GRI 403-9 | SASB IF-EN-320a.1. Work-related injuries

	CCR GROUP						HIGHWAYS					
	Employees			Third party			Employees			Third party		
	Number	SASB index	GRI index	Number	SASB index	GRI index	Number	SASB index	GRI index	Number	SASB index	GRI index
Number of deaths as a result of work-related injuries	1	0.006	0.029	3	0.018	0.089	1	0.006	0.029	3	0.018	0.089
Rate of deaths as a result of work-related injuries	79	0.464	2.318	242	1.433	7.165	52	0.305	1.526	154	0.912	4.560
Number of high-consequence work-related injuries (excluding fatalities)	455	2.670	13.351	403	2.386	11.932	169	0.992	4.959	246	1.457	7.284

## GRI 403-9 | SASB IF-EN-320a.1. Work-Related Injuries (continued)

	MOBILITY						AIRPORTS					
	Employees			Third party			Employees			Third party		
	Number	SASB index	GRI index	Number	SASB index	GRI index	Number	SASB index	GRI index	Number	SASB index	GRI index
Number of deaths as a result of work-related injuries	0	0	0	0	0	0	0	0	0	0	0	0
Rate of deaths as a result of work-related injuries	23	0.135	0.675	68	0.403	2.013	4	2.023	0.117	19	0.113	0.563
Number of high-consequence work-related injuries (excluding fatalities)	274	1.608	8.040	113	0.669	3.346	6	0.035	0.176	43	0.255	1.273

## Services/Corporate

	Employees			Third party		
	Number	SASB index	GRI index	Number	SASB index	GRI index
Number of deaths as a result of work-related injuries	0	0	0	0	0	0
Rate of deaths as a result of work-related injuries	0	0	0	1	0.000	0.030
Number of high-consequence work-related injuries (excluding fatalities)	6	0.035	0.176	1	0.000	0.030

Total hours worked: Own 34,080,341h; Third parties 33,774,219 h. The GRI index was calculated based on 1,000,000 hours worked, and the SASB index was calculated based on 200,000 hours worked. The main types of occupational accidents: falls from their own heights, falls from heights, sprains, dislocations, knocks, abrasions and being run over.

## Occupational Diseases

	CCR GROUP		HIGHWAYS		MOBILITY		AIRPORTS		SERVICES/CORPORATE	
	Employees	Third party	Employees	Third party	Employees	Third party	Employees	Third party	Employees	Third party
	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number
<b>Deaths resulting from occupational diseases</b>	0	0	0	0	0	0	0	0	0	0
<b>Number of disease cases Mandatory Communication Professionals</b>	1	1	0	1	1	0	0	0	0	0

i- Risks are identified through the PGR's of the units, which are prepared by the occupational safety team and from this document the PCMSO is prepared by the coordinating physician responsible for the unit, where exams are attached for monitoring and prevention of diseases.

ii- The risks identified in the PGR (ergonomic, chemical, biological and physical accidents) did not contribute to the reported occupational disease. The main activities that present risks of occupational diseases are: operational maintenance activities, property security and the operation of CCR Group's assets, such as the operation of highways, airports and mobility services.

iii- CCR maintains management of risks to the occupational health of employees through programs, such as the PCMSO itself, among other programs, initiatives and health promotion campaigns. The mobility platform highlights the promotion of actions to improve the physical conditioning of security agents, who patrol subway-railway stations; among other initiatives that are adopted to mitigate risks.

iv. For CCR operations, there is a higher risk of ICD-M diseases, but the reported case refers to another ICD (sensitive data, criminal sphere).

## SASB IF-EN-320a.1.

LTIR/LTIFR	CCR GROUP				HIGHWAYS				MOBILITY				AIRPORTS				SERVICES/CORPORATE			
	2020	2021	2022	2023	2020	2021	2022	2023	2020	2021	2022	2023	2020	2021	2022	2023	2020	2021	2022	2023
<b>Lost Time Incident Rate Per Million Hours for Employees (LTIR)</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Lost-time incident rate per million hours to third parties (LTIR)</b>	0	0	0	w	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Frequency Rate of Lost Time Accidents for Employees (LTIFR)</b>	8.35	6.59	4.79	0.46	9.83	8.24	6.32	0.31	8.40	6.47	5.46	0.13	7.69	4.92	1.46	0.02	0	0.46	0	0
<b>Frequency Rate of Accidents with Lost Time for Third Parties (LTIFR)</b>	-	-	-	1.53	-	-	-	0.99	-	-	-	0.42	-	-	-	0.10	-	-	-	0

## SASB IF-EN-320a.1 Casualties

Fatalidades	CCR GROUP				HIGHWAYS				MOBILITY				AIRPORTS				SERVICES/CORPORATE			
	2020	2021	2022	2023	2020	2021	2022	2023	2020	2021	2022	2023	2020	2021	2022	2023	2020	2021	2022	2023
Third party	0	0	5	3	0	0	4	3	0	0	1	0	0	0	0	0	0	0	0	0
Employees	1	1	3	1	1	1	2	1	0	0	1	0	0	0	0	0	0	0	0	0
External	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

\*Audited figures for ISO-certified units.

## Health &amp; Safety Certifications

Certified Units	CCR GROUP				HIGHWAYS				MOBILITY				AIRPORTS				SERVICES/CORPORATE			
	2020	2021	2022	2023	2020	2021	2022	2023	2020	2021	2022	2023	2020	2021	2022	2023	2020	2021	2022	2023
Percentage of units certified by OHSAS18001	-	-	-	0%	-	-	-	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Percentage of units certified by ISO 45001	-	-	-	10.5%	-	-	-	10.5%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Percentage of units certified by Health and Safety systems	-	-	-	10.5%	-	-	-	10.5%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Description of the health and safety systems of each unit	-	-	-	ISO 45001:2018 - CCR ViaOeste; CCR Rodoanel.	-	-	-	ISO 45001:2018 - CCR ViaOeste; CCR Rodoanel.	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

## Average hours of training per year, per employee

	CCR GROUP	HIGHWAYS	MOBILITY	AIRPORTS	SERVICES/CORPORATE
<b>Gender</b>					
Men	33.59	28.89	40.25	15.36	24.77
Women	22.20	16.98	32.53	17.10	24.53
<b>Functional Category</b>					
Governance bodies	0	0	0	0	0
Analysts	27.35	26.70	33.27	14.67	29.33
Apprentices	14.72	15.19	14.30	18.97	5.04
Assistants	27.17	23.78	35.24	13.69	29.37
Consultants	20.96	0.00	90.24	6.33	20.49
Coordinators	21.79	20.35	22.16	13.08	26.35
Directors	6.37	3.53	20.95	0.15	5.14
Executive Directors	11.93	0.00	42.60	0.00	0.29
Engineers	33.54	38.76	25.21	0.00	50.12
Experts	22.83	36.17	20.89	23.30	21.48
Interns	26.89	28.94	31.25	24.87	22.89
Managers	18.85	19.87	31.80	8.13	16.57
Executive Managers	11.93	8.99	42.60	3.41	7.09
Leaders	45.90	40.49	50.82	5.35	93.15
Operation	24.08	20.76	28.78	17.86	22.27
Superintendents	0	0	0	0	0
Supervisors	46.49	36.05	63.52	17.14	30.93
Technicians	51.00	33.04	59.91	14.13	17.05

## Percentage of employees receiving regular performance and career development reviews in 2023

	CCR GROUP			HIGHWAYS			MOBILITY			AIRPORTS			SERVICES/ CORPORATE		
	Number of Employees*	Received performance appraisal	%	Number of Employees*	Received performance appraisal	%	Number of Employees*	Received performance appraisal	%	Number of Employees*	Received performance appraisal	%	Number of Employees*	Received performance appraisal	%
<b>Gender</b>															
Men	10,643	10,277	96.6%	3,533	3,463	98.0%	5,437	5,376	98.9%	719	484	67.3%	954	945	99.1%
Women	6,546	6,123	93.5%	3,597	3,412	94.9%	1,636	1,514	92.5%	356	251	70.5%	957	946	98.9%
<b>Categoria Funcional</b>															
Governance bodies	17	14	82.4%	0	0	-	0	0	-	3	0	0.0%	14	14	100.0%
Analysts	1,328	1,261	95.0%	282	282	100.0%	280	280	100.0%	199	132	66.3%	567	567	100.0%
Apprentices	476	0	0.0%	255	0	0.0%	183	0	0.0%	18	0	0.0%	20	0	0.0%
Assistants	638	621	97.3%	254	254	100.0%	130	130	100.0%	54	37	68.5%	200	200	100.0%
Consultants	60	60	100.0%	7	7	100.0%	7	7	100.0%	4	4	100.0%	42	42	100.0%
Coordinators	320	301	94.1%	133	133	100.0%	40	40	100.0%	62	42	67.7%	85	85	100.0%
Directors	30	26	86.7%	10	10	100.0%	5	5	100.0%	7	3	42.9%	8	8	100.0%
Executive Directors	6	6	100.0%	0	0	-	0	0	-	0	0	-	6	6	100.0%
Engineers	18	18	100.0%	6	6	100.0%	11	11	100.0%	1	0	0.0%	0	0	-
Experts	324	325	100.3%	84	84	100.0%	58	58	100.0%	30	29	96.7%	152	152	100.0%
Interns	128	127	99.2%	22	22	100.0%	39	39	100.0%	9	8	88.9%	58	58	100.0%
Managers	235	222	94.5%	68	68	100.0%	61	61	100.0%	43	30	69.8%	63	63	100.0%
Executive Managers	108	108	100.0%	25	25	100.0%	23	23	100.0%	16	16	100.0%	44	44	100.0%
Leaders	819	804	98.2%	345	345	100.0%	451	451	100.0%	16	0	0.0%	7	7	100.0%
Operation	9,889	9,743	98.5%	5,047	5,047	100.0%	4,001	4,001	100.0%	466	318	68.2%	375	375	100.0%
Supervisors	683	679	99.4%	204	204	100.0%	316	316	100.0%	88	83	94.3%	75	75	100.0%
Technicians	2,110	2,085	98.8%	388	388	100.0%	1,468	1,468	100.0%	59	33	55.9%	195	195	100.0%

\* For appraisal purposes, we used as a base number the number of active employees at the time it was carried out, which is 02/06/2023. All employees were invited to participate, with the exception of apprentices and the BH Airport, and therefore we have a lower adhesion in the classifications on the airport platform and in the functional category of apprentices of all platforms.

## Ratio of basic salary and compensation received by women to those received by men

Functional Category	CCR GROUP				HIGHWAYS			
	Average Compensation received		Reason		Average Compensation received		Reason	
	man	woman	Compensation	Base Salary	man	woman	Compensation	Base Salary
Governance bodies	651,688.89	480,706.46	74%	66%	-	-	-	-
Analysts	127,959.56	109,778.14	86%	89%	119,722.61	100,703.10	84%	89%
Apprentices	9,830.40	18,484.03	188%	121%	13,304.70	12,908.89	97%	101%
Assistants	52,296.24	41,202.69	79%	78%	46,322.13	40,564.41	88%	87%
Consultants	498,632.82	438,362.63	88%	93%	-	-	0%	0%
Coordinators	254,891.19	255,589.35	100%	95%	232,125.67	218,191.78	94%	92%
Directors	1,403,247.73	1,546,042.50	110%	103%	1,100,430.30	1,125,250.17	102%	79%
Executive Directors	3,713,389.09	-	-	-	-	-	-	-
Engineers	-	144,398.01	-	-	165,175.33	116,082.08	70%	89%
Experts	237,542.39	223,030.10	94%	96%	261,406.60	256,334.08	98%	71%
Interns	22,508.99	17,701.13	79%	96%	15,436.88	24,044.60	156%	100%
Managers	425,206.68	429,052.01	101%	97%	409,927.92	356,012.08	87%	86%
Executive Managers	863,728.76	861,915.96	100%	101%	681,797.74	1,156,838.72	170%	115%
Leaders	-	56,945.37	0%	0%	50,579.63	41,727.65	82%	83%
Operation	29,727.26	26,348.00	89%	88%	27,405.41	19,380.87	71%	74%
Supervisors	136,872.65	143,788.34	105%	96%	94,464.44	81,257.45	86%	92%
Technicians	63,836.81	45,989.40	72%	86%	48,184.30	45,406.43	94%	104%

## Ratio of basic salary and compensation received by women to those received by men (continued)

Functional Category	MOBILITY				AIRPORTS			
	Average Compensation received		Reason		Average Compensation received		Reason	
	man	woman	Compensation	Base Salary	man	woman	Compensation	Base Salary
Governance bodies	-	-	-	-	395,314.48	-	-	-
Analysts	112,886.68	84,429.44	75%	86%	112,341.47	97,747.87	87%	90%
Apprentices	8,459.83	9,886.43	117%	101%	14,337.13	10,512.62	73%	101%
Assistants	38,444.73	38,363.18	100%	111%	48,059.46	43,395.50	90%	96%
Consultants	379,944.99	-	-	-	571,866.22	600,400.71	105%	94%
Coordinators	241,423.43	227,694.37	94%	95%	217,283.90	188,700.91	87%	93%
Directors	1,499,782.54	-	-	-	1,496,098.29	2,304,470.54	154%	141%
Executive Directors	-	-	-	-	4,239,883.29	-	-	-
Engineers	281,829.29	188,720.00	67%	77%	-	-	-	-
Experts	321,168.71	344,034.68	107%	133%	205,469.79	230,074.67	112%	112%
Interns	19,729.88	17,482.67	89%	99%	19,523.51	16,649.11	85%	99%
Managers	348,679.91	357,095.60	102%	102%	371,097.39	303,269.07	82%	91%
Executive Managers	704,024.64	730,437.86	104%	85%	828,522.05	726,433.77	88%	92%
Leaders	71,635.14	61,353.64	86%	91%	93,610.19	57,651.85	62%	62%
Operation	38,668.00	32,608.25	84%	92%	38,362.66	32,486.37	85%	96%
Supervisors	115,831.66	97,199.27	84%	97%	105,093.90	101,101.86	96%	99%
Technicians	61,060.38	45,889.82	75%	97%	57,569.95	36,702.91	64%	99%

## Ratio of basic salary and pay received by women to those received by men (continued)

SERVICES/ CORPORATE					
Functional Category	Average Compensation received		Reason		
	man	woman	Compensation	Base Salary	
Governance bodies	651,688.89	480,706.46	74%	66%	
Analysts	127,959.56	109,778.14	86%	89%	
Apprentices	9,830.40	18,484.03	188%	121%	
Assistants	52,296.24	41,202.69	79%	78%	
Consultants	498,632.82	438,362.63	88%	93%	
Coordinators	254,891.19	255,589.35	100%	95%	
Directors	1,403,247.73	1,546,042.50	110%	103%	
Executive Directors	3,713,389.09	-	-	-	
Engineers	-	144,398.01	-	-	
Experts	237,542.39	223,030.10	94%	96%	
Interns	22,508.99	17,701.13	79%	96%	
Managers	425,206.68	429,052.01	101%	97%	
Executive Managers	863,728.76	861,915.96	100%	101%	
Leaders	-	56,945.37	0%	0%	
Operation	29,727.26	26,348.00	89%	88%	
Supervisors	136,872.65	143,788.34	105%	96%	
Technical	63,836.81	45,989.40	72%	86%	



GRI 405-1 Diversity in governance bodies and employees | SASB SV-PS-330a.1 (continued)

caption: H: Men M: women B: whites N/P: blacks and browns O: Other	CCR GROUP									HIGHWAYS						MOBILITY						AIRPORTS						SERVICES/ CORPORATE												
	Gender		Age group			Race				Gender		Age group			Race			Gender		Age group			Race			Gender		Age group			Race									
	H	M	(-) 30	30 a 50	(+) 50	B	N/P	O <sup>1</sup>	H	M	(-) 30	30 a 50	(+) 50	B	N/P	O <sup>1</sup>	H	M	(-) 30	30 a 50	(+) 50	B	N/P	O <sup>1</sup>	H	M	(-) 30	30 a 50	(+) 50	B	N/P	O <sup>1</sup>	H	M	(-) 30	30 a 50	(+) 50	B	N/P	O <sup>1</sup>
<b>Functional Category</b>																																								
<b>Managers</b>	66%	34%	0%	88%	12%	78%	15%	7%	70%	30%	0%	87%	13%	82%	10%	7%	70%	30%	0%	90%	10%	63%	32%	5%	80%	20%	0%	85%	15%	85%	10%	5%	48%	52%	0%	90%	10%	85%	5%	10%
<b>Managing Executives</b>	64%	36%	0%	80%	20%	78%	9%	13%	82%	18%	0%	77%	23%	77%	5%	18%	82%	18%	0%	68%	32%	68%	23%	9%	45%	55%	0%	73%	27%	91%	0%	9%	49%	51%	0%	92%	8%	81%	5%	14%
<b>Managing Executives</b>	64%	36%	0%	80%	20%	78%	9%	13%	82%	18%	0%	77%	23%	77%	5%	18%	82%	18%	0%	68%	32%	68%	23%	9%	45%	55%	0%	73%	27%	91%	0%	9%	49%	51%	0%	92%	8%	81%	5%	14%
<b>Leaders</b>	62%	38%	16%	78%	6%	37%	50%	13%	42%	58%	16%	73%	11%	54%	39%	7%	77%	23%	17%	81%	2%	24%	58%	18%	73%	27%	9%	82%	9%	36%	64%	0%	33%	67%	17%	67%	17%	67%	33%	0%
<b>Operation</b>	61%	39%	28%	61%	11%	37%	41%	21%	48%	52%	31%	57%	12%	49%	34%	17%	76%	24%	26%	65%	9%	22%	49%	29%	70%	30%	15%	71%	14%	42%	50%	8%	52%	48%	30%	56%	14%	45%	40%	15%
<b>Supervisors</b>	71%	29%	11%	79%	10%	51%	41%	7%	75%	25%	16%	73%	11%	62%	30%	9%	74%	26%	10%	83%	7%	38%	53%	8%	64%	36%	4%	81%	16%	66%	32%	1%	54%	46%	10%	76%	14%	59%	34%	7%
<b>Technicians</b>	88%	12%	25%	69%	6%	36%	44%	20%	81%	19%	21%	70%	9%	51%	27%	22%	92%	8%	24%	71%	5%	31%	48%	21%	78%	22%	11%	83%	6%	33%	54%	13%	81%	19%	47%	48%	5%	55%	35%	9%

1 - Indigenous, uninformed and undeclared.

The new employees are included in the data presented in the functional category

## GRI 405-1 Diversity in governance bodies and employees | SASB SV-PS-330a.1 (continued)

Indicators Minorities	CCR GROUP		HIGHWAYS		MOBILITY		AIRPORTS		SERVICES/ CORPORATE	
	% of employees	Employee Coverage	% total	(%) in all management positions, including junior, middle and senior management	% total	(%) in all management positions, including junior, middle and senior management	% total	(%) in all management positions, including junior, middle and senior management	% total	(%) in all management positions, including junior, middle and senior management
<b>Diversity indicators</b>										
People with Disabilities	2%	100%	3%	2%	2%	1%	1%	2%	3%	3%
LGBTQIAP+	1%	23%	1%	1%	1%	0%	0%	0%	1%	0%
< 30 years	10%	100%	31%	11%	27%	12%	19%	4%	27%	4%
30-50 years	80%	100%	58%	76%	66%	83%	71%	82%	64%	82%
> 50 years	10%	100%	11%	13%	7%	6%	10%	14%	9%	14%
Race/Ethnicity Indicators	CCR GROUP		HIGHWAYS		MOBILITY		AIRPORTS		SERVICES/ CORPORATE	
	% total	(%) in all management positions, including junior, middle and senior management	% total	(%) in all management positions, including junior, middle and senior management	% total	(%) in all management positions, including junior, middle and senior management	% total	(%) in all management positions, including junior, middle and senior management	% total	(%) in all management positions, including junior, middle and senior management
<b>Diversity indicators</b>										
Asian	1%	2%	1%	2%	1%	2%	1%	1%	2%	4%
White	43%	54%	53%	64%	28%	36%	51%	67%	63%	75%
Indigenous or Native	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Black	39%	36%	32%	28%	48%	52%	42%	31%	28%	18%
Employees who responded, but preferred not to self-declare	1%	1%	0%	1%	1%	1%	1%	1%	1%	0%
Employees who did not self-declare	16%	6%	13%	5%	22%	9%	4%	1%	6%	3%

## GRI 405-1 Diversity in governance bodies and employees | SASB SV-PS-330a.1 (continued)

Indicators Women	CCR GROUP		HIGHWAYS		MOBILITY		AIRPORTS		SERVICES/ CORPORATE	
	2023 (%)	target 2023 (%)	2023 (%)	target 2023 (%)	2023 (%)	target 2023 (%)	2023 (%)	target 2023 (%)	2023 (%)	target 2023 (%)
<b>Diversity indicators</b>										
Proportion of women in the total workforce (as % of total workforce)	37%	-	50%	-	23%	-	36%	-	51%	-
Share of women in all management positions, including junior, middle and senior management (as % of total management positions)	35%	50%	39%	50%	26%	50%	36%	50%	49%	50%
Proportion of women in junior management positions, i.e. first level of management (as % of total junior management positions)	35%	-	41%	-	26%	-	40%	-	49%	-
Proportion of women in senior management positions, i.e. no more than two levels away from the CEO or comparable positions (as % of total senior management positions)	23%	60%	17%	60%	25%	60%	33%	60%	23%	60%
Share of women in STEM-related positions (as % of total STEM positions)	-	-	-	-	-	-	-	-	-	-
Employees who did not self-declare	16%	6%	13%	5%	22%	9%	4%	1%	6%	3%

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

	CCR GROUP				HIGHWAYS				MOBILITY				AIRPORTS				SERVICES/CORPORATE				
	2020	2021	2022	2023	2020	2021	2022	2023	2020	2021	2022	2023	2020	2021	2022	2023	2020	2021	2022	2023	
<b>Participation rate in the Organizational Climate Survey</b>	82.1%	-	67.3%	74.6%	83%	-	63.8%	69.8%	79%	58.6%	3	67.4%	78.0%	67%	-	85%	94.0%	88.5%	75.7%	70.8%	70.7%
<b>Organizational Climate Survey Score</b>	80%	-	8.3	8.4	82.5%	-	8.3	8.5	77%	8.3	8.4	8.4	81.0%	-	8.4	8.5	80.0%	7.8	8.3	8.3	
<b>Gender</b>																					
<b>Men</b>	-	-	66.9%	75.4%	-	-	62.7%	68.6%	-	-	67.1%	78.4%	-	-	85.3%	93.0%	-	-	71.8%	72.3%	
	-	-	8.4	8.4	-	-	8.4	8.5	-	-	8.3	8.4	-	-	8.4	8.5	-	-	8.5	8.4	
<b>Women</b>	-	-	67.4%	73.4%	-	-	65%	70.9%	-	-	68.5%	76.8%	-	-	84.3%	95.5%	-	-	69.9%	69.2%	
	-	-	8.3	8.4	-	-	8.2	8.4	-	-	8.5	8.5	-	-	8.3	8.6	-	-	8.1	8.2	
<b>Age</b>																					
<b>&lt;30 years</b>	-	-	62.9%	71.5%	-	-	60.7%	66.5%	-	-	63.5%	77.7%	-	-	81.4%	92.1%	-	-	65.1%	61.9%	
	-	-	8.3	8.4	-	-	8.2	8.4	-	-	8.4	8.4	-	-	8.5	8.4	-	-	8.4	8.4	
<b>Between 30 and 50 years old</b>	-	-	68.8%	77.3%	-	-	65.3%	71.7%	-	-	69%	80.3%	-	-	85.6%	95.2%	-	-	72.8%	74.9%	
	-	-	8.3	8.4	-	-	8.3	8.5	-	-	8.4	8.4	-	-	8.3	8.6	-	-	8.3	8.3	
<b>&gt;50 years</b>	-	-	67.7%	66.6%	-	-	64.5%	68.4%	-	-	66.7%	60.3%	-	-	86.7%	89.3%	-	-	75.4%	69.0%	
	-	-	8.5	8.6	-	-	8.5	8.6	-	-	8.4	8.6	-	-	8.6	8.6	-	-	8.4	8.3	

## SASB SV-PS-330a.3 Employee Engagement (continued)

	CCR GROUP				HIGHWAYS				MOBILITY				AIRPORTS				SERVICES/CORPORATE			
	2020	2021	2022	2023	2020	2021	2022	2023	2020	2021	2022	2023	2020	2021	2022	2023	2020	2021	2022	2023
<b>Functional Category</b>																				
<b>Directors</b>	-	-	-	69%	-	-	-	-	-	-	-	100%	-	-	-	-	-	-	-	64.30%
	-	-	-	8.4	-	-	-	-	-	-	-	8.7	-	-	-	-	-	-	-	8.7
<b>Managers</b>	-	-	-	86.20%	-	-	-	81.90%	-	-	-	93.30%	-	-	-	95.30%	-	-	-	79.20%
	-	-	-	8.3	-	-	-	8.3	-	-	-	8.1	-	-	-	8.8	-	-	-	8.3
<b>Consultants</b>	-	-	-	77.40%	-	-	-	66.70%	-	-	-	-	-	-	-	-	-	-	-	78.9%
	-	-	-	7.8	-	-	-	8.3	-	-	-	-	-	-	-	-	-	-	-	7.8
<b>Coordinators</b>	-	-	-	83%	-	-	-	77.30%	-	-	-	78.80%	-	-	-	100%	-	-	-	87.30%
	-	-	-	8.5	-	-	-	8.5	-	-	-	8.6	-	-	-	8.8	-	-	-	8.3
<b>Experts</b>	-	-	-	76.80%	-	-	-	69.90%	-	-	-	83.10%	-	-	-	100%	-	-	-	74.60%
	-	-	-	8	-	-	-	8.3	-	-	-	7.6	-	-	-	7.8	-	-	-	8
<b>Leaders and supervisors</b>	-	-	-	86.40%	-	-	-	80.30%	-	-	-	90.40%	-	-	-	91.90%	-	-	-	84.30%
	-	-	-	8.6	-	-	-	8.7	-	-	-	8.6	-	-	-	8.9	-	-	-	8.6
<b>Analysts and assistants</b>	-	-	-	79.4%	-	-	-	71.90%	-	-	-	88%	-	-	-	95.30%	-	-	-	76.10%
	-	-	-	8.3	-	-	-	8.3	-	-	-	8.3	-	-	-	8.3	-	-	-	8.3
<b>Agents, technicians and assistants</b>	-	-	-	73.70%	-	-	-	69.70%	-	-	-	77.10%	-	-	-	92.90%	-	-	-	62.30%
	-	-	-	8.5	-	-	-	8.5	-	-	-	8.4	-	-	-	8.6	-	-	-	8.3
<b>Apprentice and interns</b>	-	-	-	38.80%	-	-	-	34.30%	-	-	-	38.60%	-	-	-	88.90%	-	-	-	35.20%
	-	-	-	8.9	-	-	-	8.8	-	-	-	9	-	-	-	9	-	-	-	8.9

2020 – Engagement Survey conducted for the entire CCR Group according to the Korn Ferry methodology, whose scoring criterion is different from the Pulses methodology.

2021 – Pulse Survey conducted with Pulses, pilot for the CCR, GBS and Metrô Bahia units.

The Pulses methodology was fully used from 2022 onwards.

## Value Chain – Suppliers

Total number of Tier-1 suppliers	6190
Number of significant tier-1 suppliers	205
% total spend with significant tier-1 suppliers	80.0%
Total number of significant non-tier-1 suppliers	0.0%
Sum of significant total number of tier-1 and non-tier-1	70.0%
Total number of suppliers assessed through desk assessments/on-site assessments	233
% of significant suppliers assessed	52.0%
Number of suppliers assessed with substantial actual/potential adverse impacts	1.3%
% of suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plan	1.3%
Number of suppliers with substantial actual/potential negative impacts that have been terminated	0.0%
Total number of suppliers supported in the implementation of the corrective action plan	3
% of suppliers assessed with substantial actual/potential adverse impacts supported in the implementation of the corrective action plan	1.3%
Total number of suppliers in enablement programs	205
% of significant suppliers in enablement programs	100.0%

## Social Investment

Philanthropic Contributions (R\$)	CCR GROUP R\$
Direct Financial Contributions	R\$ 21,825,224.32
Cost of Employee Volunteering Time During Paid Working Hours	R\$ 1,209,605.16
Donations of products or services, projects/partnerships, or similar	R\$ 21,825,224.32
Management costs	R\$ 2,713,205.40
Net income invested in philanthropic programs (%)*	1.54%
Gross revenue invested in philanthropic programs (%)*	0.14%

\*Funds from own resources, not including incentivized resources

## Road Safety

SASB TR-RO-540a.1	2010	2021	2022	2023
<b>Highway Accidents</b>				
Index*	1.15	0.81	0.82	0.77
Number of accidents	24,306	25,634	27,074	29,613
<b>Injured victims</b>				
Index**	59.59	44.65	43.65	42.94
Number of victims	12,622	13,798	14,487	16,505
<b>Fatalities</b>				
index***	2.39	2.00	1.83	1.70
Number of fatalities	506	618	607	648

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

\*\* Rate of injured victims = (number of injured victims \* 100,000,000) / (length of the stretch in kilometers \* average daily volume of vehicles in the homogeneous segment \* number of days in the period)

\*\*\* Fatality rate = (number of deaths at the site \* 100,000,000) / (length of the stretch in kilometers \* average daily volume of vehicles in the homogeneous segment \* number of days in the period).

Scope: CCR ViaOeste, CCR RodoAnel, CCR AutoBA, CCR NovaDutra, CCR ViaLagos, CCR SPVias, CCR RodoNorte, CCR MSVia and CCR ViaSul.

## CONSUMER SATISFACTION ASSESSMENT

### Consumer Reviews Surveys

Consumer Evaluation Surveys	CCR-LINE GROUP 4									
	2019 1st semester	2019 2nd semester	2020 1st semester	2020 2nd semester	2021 1st semester	2021 2nd semester	2022 1st semester	2022 2nd semester	2023 1st semester	2023 2nd semester
% of satisfied respondents out of the total number of survey respondents	93%	93%	None	None	None	None	93%	93%	91%	91%
What is the company's defined satisfaction goal in the year of application?	69% <sup>1</sup>	69% <sup>1</sup>	-	-	-	-	69% <sup>1</sup>	69% <sup>1</sup>	69% <sup>1</sup>	69% <sup>1</sup>
Explain the methodology used in the customer satisfaction survey, sample scope	Quantitative survey: Personal interviews, conducted in the paid areas of the stations. Sample with proportional flow rates by season, working day and weekend, peak hours and valley.									

<sup>1</sup> Goals set by the grant

Consumer Evaluation Surveys	CCR GROUP - LINE 5									
	2019 1st semester	2019 2nd semester	2020 1st semester	2020 2nd semester	2021 1st semester	2021 2nd semester	2022 1st semester	2022 2nd semester	2023 1st semester	2023 2nd semester
% of satisfied respondents out of the total number of survey respondents	85%	84%	None	None	None	None	87%	81%	82%	80%
What is the company's defined satisfaction goal in the year of application?	75% <sup>1</sup>	75% <sup>1</sup>	-	-	-	-	75% <sup>1</sup>	75% <sup>1</sup>	75% <sup>1</sup>	75% <sup>1</sup>
Explain the methodology used in the customer satisfaction survey, sample scope	Quantitative survey: Personal interviews, conducted in the paid areas of the stations. Sample with proportional flow rates by season, working day and weekend, peak hours and valley.									

<sup>1</sup> Goals set by the grant

122



NARRATION

WEBSITE ON  
CONTRAST  
SCREEN

## Consumer Reviews Surveys

Consumer Evaluation Surveys	CCR GROUP - LINE 8									
	2019 1st semester	2019 2nd semester	2020 1st semester	2020 2nd semester	2021 1st semester	2021 2nd semester	2022 1st semester	2022 2nd semester	2023 1st semester	2023 2nd semester
% of satisfied respondents out of the total number of survey respondents	not operated by CCR	not operated by CCR	not operated by CCR	not operated by CCR	not operated by CCR	not operated by CCR	47.1%	51.0%	44.6%	45.6%
What is the company's defined satisfaction goal in the year of application?	-	-	-	-	-	-	85% <sup>1</sup>	85% <sup>1</sup>	85% <sup>1</sup>	85% <sup>1</sup>
Explain the methodology used in the customer satisfaction survey, sample scope	Quantitative survey: Personal interviews, conducted in the paid areas of the stations. Sample with proportional flow rates by season, working day and weekend, peak hours and valley.									

<sup>1</sup> Goals set by the grant

Consumer Evaluation Surveys	CCR GROUP - LINE 9									
	2019 1st semester	2019 2nd semester	2020 1st semester	2020 2nd semester	2021 1st semester	2021 2nd semester	2022 1st semester	2022 2nd semester	2023 1st semester	2023 2nd semester
% of satisfied respondents out of the total number of survey respondents	not operated by CCR	not operated by CCR	not operated by CCR	not operated by CCR	not operated by CCR	not operated by CCR	46.8%	53.3%	49.0%	43.6%
What is the company's defined satisfaction goal in the year of application?	-	-	-	-	-	-	72% <sup>1</sup>	72% <sup>1</sup>	72% <sup>1</sup>	72% <sup>1</sup>
Explain the methodology used in the customer satisfaction survey, sample scope	Quantitative survey: Personal interviews, conducted in the paid areas of the stations. Sample with proportional flow rates by season, working day and weekend, peak hours and valley.									

<sup>1</sup> Goals set by the grant

123



NARRATION

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CONTRAST  
SCREEN

## Consumer Reviews Surveys

Consumer Evaluation Surveys	CCR GROUP - METRÔ BAHIA									
	2019 1st semester	2019 2nd semester	2020 1st semester	2020 2nd semester	2021 1st semester	2021 2nd semester	2022 1st semester	2022 2nd semester	2023 1st semester	2023 2nd semester
% of satisfied respondents out of the total number of survey respondents	79.96%	82.78%	Not Performed	75.23%	76.41%	Not Performed	77.50%	Not Performed	70.62%	in progress
What is the company's defined satisfaction goal in the year of application?	75% <sup>1</sup>	75% <sup>1</sup>	-	75% <sup>1</sup>	75% <sup>1</sup>	-	75% <sup>1</sup>	-	75% <sup>1</sup>	75% <sup>1</sup>
Explain the methodology used in the customer satisfaction survey, sample scope	Quantitative survey: Personal interviews, conducted in the paid areas of the stations. Sample with proportional flow rates by season, working day and weekend, peak hours and valley.									

<sup>1</sup> Goals set by the grant

Consumer Evaluation Surveys	CCR GROUP - BARCAS									
	2019 1st semester	2019 2nd semester	2020 1st semester	2020 2nd semester	2021 1st semester	2021 2nd semester	2022 1st semester	2022 2nd semester	2023 1st semester	2023 2nd semester
% of satisfied respondents out of the total number of survey respondents	Not Performed	74.00%	Not Performed	Not Performed	Not Performed	Not Performed	Not Performed	72%	Not Performed	Not Performed
What is the company's defined satisfaction goal in the year of application?	-	60%	-	-	-	-	-	60%	-	-
Explain the methodology used in the customer satisfaction survey, sample scope	"Intentional sample of 600 interviews with quotas by: Season, Time slot (proportional to flow), Working day x weekend (proportional to flow). The margin of error for the total sample of this study is + or 4.0%, considering a 95% confidence interval.									

<sup>1</sup> Goals set by the grant

Concession still without a certificate of full operation and without the obligation of contractual survey

Consumer Evaluation Surveys	CCR GROUP - AIRPORTS			
	2020	2021	2022	2023
% of satisfied respondents out of the total number of survey respondents	-	-	-	67%
Data coverage: % of customers/consumers surveyed (both respondents and non-respondents) on the total number of customers/consumers, % of turnover etc.	-	-	-	67%
What is the company's defined satisfaction goal in the year of application?	-	-	-	63%
Explain the methodology used in the customer satisfaction survey, sample scope	The survey is carried out through the Wi-Fi connection. When the passenger connects to the airport's Wi-Fi, they are redirected to the NPS form, the first year of conducting the survey at airports granted to CCR.			

Consumer Evaluation Survey	CCR GROUP - HIGHWAYS			
	2020	2021	2022	2023
<b>Total Respondents</b>	<b>Pandemic<sup>3</sup></b>	<b>2,561</b>	<b>2,280</b>	<b>5,509</b>
% of Satisfied respondents relative to the total number of survey respondents				
CCR Autoban	-	89%	84%	86%
CCR SPVias	-	73%	61%	82%
CCR RioSP <sup>1</sup>	-	82%	76%	81%
CCR NovaDutra <sup>2</sup>	-	-	-	-
CCR ViaOeste	-	75%	72%	80%
CCR ViaLagos	-	85%	86%	76%
CCR RodoAnel	-	83%	78%	73%
CCR ViaSul	-	82%	84%	72%
CCR ViaCosteira	-	86%	82%	63%
CCR MSVia	-	88%	83%	53%

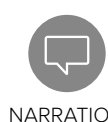
<sup>1</sup> CCR RioSP's concession began on 03/01/2020. Concession still without a certificate of full operation and without the obligation of contractual survey.<sup>2</sup> CCR NovaDutra's concession ended on 02/28/2020.<sup>3</sup> In 2020, due to the pandemic, the satisfaction survey was not conducted.

## ENVIRONMENT

Scope 1, 2 and 3 GHG emissions GRI 305-1, 305-2 and 305-3 and SASB TR-RO-110a.1

Fossil sources of GHG emissions (tCO <sub>2</sub> e)	CCR GROUP			HIGHWAYS			MOBILITY			AIRPORTS			SERVICES/CORPORATE		
	2021	2022	2023	2021	2022	2023	2021	2022	2023	2021	2022	2023	2021	2022	2023
<b>Scope 1*</b>	<b>61,116</b>	<b>75,431</b>	<b>75,437</b>	<b>39,590</b>	<b>43,893</b>	<b>35,726</b>	<b>20,319</b>	<b>26,695</b>	<b>33,435</b>	<b>1,106</b>	<b>4,785</b>	<b>6,193</b>	<b>100</b>	<b>59</b>	<b>83</b>
Mobile combustion	33,035	36,455	42,477	17,608	15,429	15,558	15,072	20,476	26,166	256	502	690	99	47	63
Stationary combustion	1,271	2,089	1,205	907	448	558	162	292	152	201	1,338	474	1	11	20
Solid waste and liquid effluents	423	215	127	0	0	0	80	67	24	343	148	103	0	0	0
Fugitive	7,114	9,031	9,970	1,802	385	383	5,006	5,859	7,093	306	2,787	2,494	0	0	0
Changes in land use	19,273	27,641	21,659	19,273	27,631	19,227	0	0	0	0	10	2,432	0	0	0
<b>Scope 2*</b>	<b>75,952</b>	<b>31,983</b>	<b>27,747</b>	<b>12,184</b>	<b>2,386</b>	<b>2,039</b>	<b>61,310</b>	<b>18,372</b>	<b>22,071</b>	<b>2,209</b>	<b>1,910</b>	<b>3,584</b>	<b>250</b>	<b>39</b>	<b>53</b>
Location	39,081	22,306	22,134	6,092	1,984	1,860	30,655	18,372	17,625	2,209	1,910	2,622	125	39	26
Purchase Choice	36,871	9,677	5,613	6,092	401	178	30,655	0	4,446	-0	0	962	125	0	26

125



NARRATION

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## GRI 305-3 Emissões de GEE

Fossil sources of GHG emissions (tCO <sub>2</sub> e)	CCR GROUP			HIGHWAYS			MOBILITY			AIRPORTS			SERVICES/CORPORATE		
	2021	2022	2023	2021	2022	2023	2021	2022	2023	2021	2022	2023	2021	2022	2023
<b>Scope 3*</b>	<b>395,444</b>	<b>204,917</b>	<b>345,820</b>	<b>33,195</b>	<b>56,971</b>	<b>73,001</b>	<b>3,015</b>	<b>20,984</b>	<b>118,934</b>	<b>358,949</b>	<b>125,805</b>	<b>152,352</b>	<b>285</b>	<b>1,157</b>	<b>1,534</b>
Goods and Services Purchased	18,034	34,951	36,989	17,214	33,591	34,613	75	201	115	745	1,159	2,262	0	0	0
Fuel and energy-related activities not included in Scopes 1 and 2	9,742	20,741	25,776	7,432	5,808	6,260	2,155	12,671	15,243	116	2,214	4,221	39	48	53
Transportation and distribution (upstream)	2,090	1,460	2,487	2,027	1,152	822	54	285	1,638	9	22	27	0	0	0
Waste generated in operations	6,231	26,879	144,235	5,061	15,948	30,299	679	7,578	101,531	490	3,199	11,879	1	155	527
Business travel	364	1,412	1,567	64	105	121	18	244	403	36	109	89	246	954	954
Commuting employees (home-work)	1,397	2,150	2,267	1,397	367	887	0	0	0	0	1,783	1,380	0	0	0
Leased Property (the organization as a tenant)	39	315	5	0	0	0	34	5	5	5	310	0	0	0	0
Unclassifiable Scope 3 emissions in categories 1 to 15	357,548	117,008	132,495	0	0	0	0	0	0	357,548	117,008	132,495	0	0	0

1 Scope 1, 2 and 3 emissions data will be ensured for the 2023 GHG Emissions Inventory, scheduled for publication after the publication of the RAI in 2024; therefore, they may change. The detailed GHG Emissions Inventory is prepared according to the guidelines of the Brazilian GHG Protocol Program and can be found in the public emissions registry in <https://www.registropublicodeemissoes.com.br/participantes>. The emission factor used to calculate electricity emissions is that of the National Interconnected System, it also includes CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFC, PFC, SF<sub>6</sub> and NF<sub>3</sub> gases, reported in CO<sub>2</sub> equivalent according to the guidelines of the Brazilian GHG Protocol Program. The operational control approach for data consolidation and GWP were adopted in line with the Program's guidelines.

2 The 2023 data consider the units CCR Autoban, CCR MSVia, CCR RioSP, CCR RodoAnel, CCR ViaOeste, CCR SPVias, CCR ViaCosteira, CCR ViaSul, CCR ViaLagos, ViaRio, CCR Metrô Bahia, VLT Carioca, ViaQuatro, ViaMobilidade – Line 5, ViaMobilidade – Lines 8 and 9, CCR Barcas, BH Airport, Pampulha, South Block and Central Block, SAMM, offices (includes CSC - Shared Services Center).

3 The increase in the "Mobile Combustion" category of scope 1 refers to the increase in the number of trips at the Barcas unit (CCR Mobility). The reduction in Airports is due to the replacement of diesel generators by electrical equipment: 400HZ + PCA, to support aircraft on the ground (BH Airport).

4 The reduction in the "Purchase Choice" category comes from the increase in the consumption of renewable electricity, due to the acquisition of I-RECs and generation by photovoltaic plants.

5 The 2022 Scope 2 Location and Purchase Choice category data has been updated in accordance with the Emissions Inventory, available at: <https://www.registropublicodeemissoes.com.br/participantes>.

6 The increase in the category of Waste Generated in Scope 3 Operations is due to the Mobility and Highways works. This data is also reflected in the category of Transportation and distribution (upstream).

7 The data from the Fugitive category in scope 1 are a reflection of the adequacy of the need for firefighting equipment in the Mobility modal.

## Scope 1, 2 and 3 GHG emissions GRI 305-1, and 305-3 and SASB TR-RO-110a.1

Biogenic sources of GHG emissions (tCO <sub>2</sub> e)	CCR GROUP			HIGHWAYS			MOBILITY			AIRPORTS			SERVICES/CORPORATE		
	2021	2022	2023	2021	2022	2023	2021	2022	2023	2021	2022	2023	2021	2022	2023
<b>Scope 1</b>	<b>4,131</b>	<b>10,588</b>	<b>13,268</b>	<b>3,838</b>	<b>9,625</b>	<b>11,530</b>	<b>189</b>	<b>460</b>	<b>626</b>	<b>53</b>	<b>239</b>	<b>834</b>	<b>51</b>	<b>265</b>	<b>279</b>
Mobile combustion	4,050	4,498	5,793	3,785	3,735	4,806	182	434	616	31	64	94	51	264	277
Stationary combustion	82	100	74	53	23	51	7	26	10	22	51	12	0	1	2
Changes in land use	-	5,987	7,402	-	5,863	6,673	-	-	-	-	123	729	-	-	-
<b>Scope 3</b>	<b>2,227</b>	<b>2,373</b>	<b>16,759</b>	<b>2,024</b>	<b>1,755</b>	<b>5,758</b>	<b>155</b>	<b>152</b>	<b>9,064</b>	<b>48</b>	<b>466</b>	<b>1,876</b>	<b>-</b>	<b>-</b>	<b>61</b>
Goods and Services Purchased	1,787	1,023	1,105	1,739	907	985	-	-	-	48	116	120	-	-	-
Transportation and distribution (upstream)	-	122	227	-	116	83	-	4	142	-	2	2	-	-	-
Waste generated in operations	238	893	15,106	83	694	4,601	155	148	8,922	-	51	1,522	-	-	61
Commuting employees (home-work)	202	335	321	202	38	89	-	-	-	-	298	232	-	-	-

1: \*Scope 1, 2 and 3 emissions data will be ensured for the 2023 GHG Emissions Inventory, scheduled for publication after the publication of the RAI, in 2024; therefore, they may change. The detailed GHG Emissions Inventory is prepared according to the guidelines of the Brazilian GHG Protocol Program and can be found in the public emissions registry in <https://www.registropublicodeemissoes.com.br/participantes>. The emission factor used to calculate electricity emissions is that of the National Interconnected System, it also includes CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFC, PFC, SF<sub>6</sub> and NF<sub>3</sub> gases, reported in CO<sub>2</sub> equivalent according to the guidelines of the Brazilian GHG Protocol Program. The operational control approach for data consolidation and GWP were adopted in line with the Program's guidelines.

2. The 2023 data consider the units CCR Autoban, CCR MSVia, CCR RioSP, CCR RodoAneI, CCR ViaOeste, CCR SPVias, CCR ViaCosteira, CCR ViaSul, CCR ViaLagos, ViaRio, CCR Metrô Bahia, VLT Carioca, ViaQuatro, ViaMobilidade – Line 5, ViaMobilidade – Lines 8 and 9, CCR Barcas, BH Airport, Pampulha, South Block and Central Block, SAMM, offices (includes CSC - Shared Services Center).

Reduced GHG emissions (tCO<sub>2</sub>e) GRI 305-5

Energy Type	CCR GROUP		HIGHWAYS		MOBILITY		AIRPORTS		SERVICES/CORPORATE	
	2022/21	2023/22	2022/21	2023/22	2022/21	2023/22	2022/21	2023/22	2022/21	2023/22
<b>Scope 1</b>	<b>14,316</b>	<b>6</b>	<b>4,302</b>	<b>-8,167</b>	<b>6,376</b>	<b>6,740</b>	<b>3,679</b>	<b>1,408</b>	<b>-42</b>	<b>25</b>
Mobile combustion	3,420	6,022	-2,179	128	5,404	5,690	246	187	-52	16
Stationary combustion	818	-885	-459	110	131	-140	1,136	-864	10	9
Solid waste and liquid effluents	-207	-88	0	0	-13	-43	-194	-45	0	0
Fugitive	1,917	939	-1,418	-2	854	1,233	2,481	-293	0	0
Changes in land use	8,368	-5,982	8,358	-8,404	0	0	10	2,423	0	0
<b>Scope 2</b>	<b>-43,969</b>	<b>-4,236</b>	<b>-9,798</b>	<b>-347</b>	<b>-42,938</b>	<b>3,699</b>	<b>-299</b>	<b>1,674</b>	<b>-210</b>	<b>13</b>
Location	-16,775	-172	-4,107	124	-12,283	-747	-299	712	-85	-13
Purchase Choice	-27,194	-4,064	-5,691	-223	-30,655	4,446	0	962	-125	26
<b>Scope 3</b>	<b>-190,527</b>	<b>140,903</b>	<b>23,776</b>	<b>16,030</b>	<b>17,969</b>	<b>97,950</b>	<b>-233,143</b>	<b>26,547</b>	<b>872</b>	<b>376</b>
Goods and Services Purchased	16,918	2,037	16,377	1,021	126	-87	414	1,102	0	0
Fuel and energy-related activities not included in Scopes 1 and 2	10,999	5,035	-1,625	452	10,516	2,571	2,099	2,006	9	6
Transportation and distribution <i>(upstream)</i>	-631	1,028	-874	-331	231	1,353	13	5	0	0
Waste generated in operations	20,648	117,356	10,887	14,351	6,899	93,953	2,708	8,680	154	371
Business travel	1,048	155	41	16	226	159	73	-20	708	-1
Commuting employees (home-work)	753	116	-1,030	519	0	0	1,783	-403	0	0
Leased Property (the organization as a tenant)	276	-311	0	0	-29	0	306	-310	0	0
Unclassifiable Scope 3 emissions in categories 1 to 15	-240,539	15,486	0	0	0	0	-240,539	15,486	0	0

128



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## ENERGY ASPECT

Energy consumption within the organization (GJ) GRI 302-1 and SASB TR-RO-110a.3

Energy Type	CCR GROUP					HIGHWAYS					MOBILITY					AIRPORTS					SERVICES/CORPORATE				
	2021	2022	2023	2022/21	2023/22	2021	2022	2023	2022/21	2023/22	2021	2022	2023	2022/21	2023/22	2021	2022	2023	2022/21	2023/22	2021	2022	2023	2022/21	2023/22
<b>Non-renewable fuel consumption</b>	<b>470,349</b>	<b>547,951</b>	<b>615,453</b>	<b>16%</b>	<b>12%</b>	<b>284,243</b>	<b>239,331</b>	<b>241,953</b>	<b>-16%</b>	<b>1%</b>	<b>177,449</b>	<b>279,590</b>	<b>354,571</b>	<b>58%</b>	<b>27%</b>	<b>6,958</b>	<b>28,205</b>	<b>17,711</b>	<b>305%</b>	<b>-37%</b>	<b>1,699</b>	<b>825</b>	<b>1,218</b>	<b>-51%</b>	<b>48%</b>
Acetylene	36	177	190	395%	7%	1	0	0	-100%	0%	35	177	190	404%	7%	0	0	0	0%	0%	0	0	0	0%	0%
Diesel	414,254	501,613	582,464	21%	16%	235,676	208,789	217,337	-11%	4%	172,318	277,917	352,948	61%	27%	5,868	14,284	11,128	143%	-22%	393	623	1,051	59%	69%
Petrol	45,154	31,559	24,690	-30%	-22%	39,754	29,434	23,511	-26%	-20%	3,482	1,010	285	-71%	-72%	610	916	726	50%	-21%	1,307	199	167	-85%	-16%
LPG	9,992	14,172	7,931	42%	-44%	7,937	894	1,105	-89%	24%	1,575	436	982	-72%	125%	480	12,839	5,844	2,574%	-54%	0	3	0	3%	-100%
Propane	34	17	100	-51%	500%	0	0	0	0%	0%	34	17	100	-51%	500%	0	0	0	0%	0%	0	0	0	0%	0%
CNG	872	0	0	-100%	-100%	872	0	0	-100%	-100%	0	0	0	0%	0%	0	0	0	0%	0%	0	0	0	0%	0%
Kerosene	8	9	16	10%	81%	3	0	0	-100%	0%	5	9	16	89%	81%	0	0	0	0%	0%	0	0	0	0%	0%
GMP Oil	0	403	63	403%	-84%	0	213	0	213%	-100%	0	24	50	24%	106%	0	166	12	166%	-93%	0	0	0	0%	0%

## Energy consumption within the organization (GJ) GRI 302-1 e SASB TR-RO-110a.3 (continued)

Energy Type	CCR GROUP					HIGHWAYS					MOBILITY					AIRPORTS					SERVICES/CORPORATE				
	2021	2022	2023	2022/21	2023/22	2021	2022	2023	2022/21	2023/22	2021	2022	2023	2022/21	2023/22	2021	2022	2023	2022/21	2023/22	2021	2022	2023	2022/21	2023/22
<b>Consumption fuel renewable</b>	<b>23,176</b>	<b>36,827</b>	<b>55,541</b>	<b>59%</b>	<b>51%</b>	<b>21,551</b>	<b>28,051</b>	<b>44,406</b>	<b>30%</b>	<b>58%</b>	<b>1,172</b>	<b>4,948</b>	<b>6,921</b>	<b>322%</b>	<b>40%</b>	<b>12</b>	<b>58</b>	<b>274</b>	<b>388%</b>	<b>374%</b>	<b>441</b>	<b>3,770</b>	<b>3,940</b>	<b>754%</b>	<b>5%</b>
Ethanol	23,176	36,827	55,541	59%	51%	21,551	28,051	44,406	30%	58%	1,172	4,948	6,921	322%	40%	12	58	274	388%	374%	441	3,770	3,940	754%	5%
<b>Consumption</b>	<b>1,125,009</b>	<b>1,951,133</b>	<b>2,080,926</b>	<b>73%</b>	<b>7%</b>	<b>173,771</b>	<b>186,291</b>	<b>174,590</b>	<b>7%</b>	<b>-6%</b>	<b>884,696</b>	<b>1,591,056</b>	<b>1,659,177</b>	<b>80%</b>	<b>4%</b>	<b>63,000</b>	<b>170,457</b>	<b>244,596</b>	<b>171%</b>	<b>43%</b>	<b>3,542</b>	<b>3,329</b>	<b>2,563</b>	<b>-6%</b>	<b>-23%</b>
Electricity	1,061,454	968,018	518,955	-9%	-46%	173,216	164,961	43,625	-5%	-74%	884,696	1,591,056	383,056	80%	-76%	0	108,672	89,711	108672%	17%	3,542	3,329	2,563	-6%	-23%
Electricity (renewable)	63,555	983,115	1,561,971	1447%	59%	555	21,331	130,966	3743%	514%	0	0	1,276,121	0%	1276121%	63,000	61,784	154,885	-2%	151%	0	0	0	0%	0%
<b>Total energy consumption within the organization</b>	<b>1,618,534</b>	<b>2,535,910</b>	<b>2,751,910</b>	<b>56.7%</b>	<b>8.5%</b>	<b>479,565</b>	<b>453,673</b>	<b>460,949</b>	<b>-5.4%</b>	<b>1.6%</b>	<b>1,063,316</b>	<b>1,875,594</b>	<b>2,020,669</b>	<b>76.4%</b>	<b>7.7%</b>	<b>69,970</b>	<b>198,720</b>	<b>262,581</b>	<b>184.0%</b>	<b>32%</b>	<b>5,683</b>	<b>7,924</b>	<b>7,721</b>	<b>39%</b>	<b>3%</b>

1 The 2023 data consider the units CCR Autoban, CCR MSVia, CCR RioSP, CCR RodoAnel, CCR ViaOeste, CCR SPVias, CCR ViaCosteira, CCR ViaSul, CCR ViaLagos, ViaRio, CCR Metrô Bahia, VLT Carioca, ViaQuatro, ViaMobilidade – Line 5, ViaMobilidade – Lines 8 and 9, CCR Barcas, BH Airport, Pampulha, South Block and Central Block, SAMM, offices (includes CSC - Shared Services Center).

2 The CCR Group does not consume or sell heating, cooling and steam.

3 The conversion factors used are in accordance with the GHG Protocol methodology and include factors from the SIN.

4 The increase in the use of ethanol and the reduction in gasoline consumption are a reflection of the policy of using this fuel in its fleet.

5 The difference in diesel consumption refers to the increase in the number of trips at the Barcas unit (CCR Mobility). The reduction in Airports is due to the replacement of diesel generators by electrical equipment: 400HZ + PCA, to support aircraft on the ground (BH Airport).

6 The increase in the consumption of renewable electricity is due to the acquisition of I-RECs and generation by photovoltaic plants.

7 In relation to scope 2, the CCR Group acquired certificates for renewable energy and its own generation in photovoltaic plants. As a result, the number of renewable electricity has been updated for 2022.

## Reduced energy consumption (GJ)

Energy Type	CCR GROUP		HIGHWAYS		MOBILITY		AIRPORTS		SERVICES/CORPORATE	
	2022/21	2023/22	2022/21	2023/22	2022/21	2023/22	2022/21	2023/22	2022/21	2023/22
<b>Non-renewable fuel</b>	<b>77,602</b>	<b>67,502</b>	<b>-44,912</b>	<b>2,622</b>	<b>102,142</b>	<b>74,981</b>	<b>21,247</b>	<b>-10,494</b>	<b>-875</b>	<b>393</b>
Acetylene	141	13	-1	0	142	13	0	0	0	0
Diesel	87,359	80,850	-26,887	8,547	105,599	75,031	8,416	-3,156	230	428
Petrol	-13,595	-6,869	-10,320	-5,923	-2,472	-725	306	-190	-1,108	-32
LPG	4,181	-6,241	-7,043	211	-1,138	546	12,359	-6,995	3	-3
Propane	-18	84	0	0	-18	84	0	0	0	0
CNG	-871	0	-871	0	0	0	0	0	0	0
Kerosene	1	7	-3	0	4	7	0	0	0	0
GMP Oil	403	-341	213	-213	24	26	166	-154	0	0
<b>Renewable fuel</b>	<b>13,650</b>	<b>18,714</b>	<b>6,500</b>	<b>16,355</b>	<b>3,775</b>	<b>1,974</b>	<b>46</b>	<b>216</b>	<b>3,329</b>	<b>170</b>
Ethanol	13,650	18,714	6,500	16,355	3,775	1,974	46	216	3,329	170
<b>Consumption</b>	<b>826,124</b>	<b>129,793</b>	<b>12,520</b>	<b>-11,701</b>	<b>706,360</b>	<b>68,121</b>	<b>107,457</b>	<b>74,139</b>	<b>-213</b>	<b>-766</b>
Electricity	-93,436	-449,063	-8,255	-121,336	706,360	-1,207,999	108,672	-18,962	-213	-766
Electricity (renewable)	919,560	578,856	20,776	109,635	0	1,276,121	-1,216	93,101	0	0
<b>Reduction/increase in energy consumption within the organization</b>	<b>917,376</b>	<b>216,010</b>	<b>-25,891</b>	<b>7,276</b>	<b>812,277</b>	<b>145,076</b>	<b>128,749</b>	<b>63,861</b>	<b>2,241</b>	<b>-203</b>

1 The 2023 data consider the units CCR Autoban, CCR MSVia, CCR RioSP, CCR RodoAneel, CCR ViaOeste, CCR SPVias, CCR ViaCosteira, CCR ViaSul, CCR ViaLagos, ViaRio, CCR Metrô Bahia, VLT Carioca, ViaQuatro, ViaMobilidade – Line 5, ViaMobilidade – Lines 8 and 9, CCR Barcas, BH Airport, Pampulha, South Block and Central Block, SAMM, offices (includes SSC - Shared Services Center).

2 The CCR Group does not consume or sell heating, cooling and steam. 3 Data for 2022 has been updated.

## Power Consumption

Power Consumption (MWh)	CCR Group			
	2020	2021	2022	2023
Total non-renewable energy consumption	311,308	294,848	517,064	144,154
Total renewable energy consumption	157	17,654	20,275	433,881
Energy consumption within the Company	311,465	312,502	537,339	578,035
Energy consumption intensity (MWh/gross revenue)	0.0321	0.0261	0.0290	0.0362

<sup>1</sup> The 2023 data consider the units CCR Autoban, CCR MSVia, CCR RioSP, CCR RodoAneI, CCR ViaOeste, CCR SPVias, CCR ViaCosteira, CCR ViaSul, CCR ViaLagos, ViaRio, CCR Metrô Bahia, VLT Carioca, ViaQuatro, ViaMobilidade – Line 5, ViaMobilidade

– Lines 8 and 9, CCR Barcas, BH Airport, Pampulha, South Block and Central Block, SAMM, offices (includes CSC - Shared Services Center).

<sup>2</sup> Historical energy consumption intensity data has been recalculated using Gross Operating Revenue (excluding construction revenue).

## BIODIVERSITY ASPECT

### Exposure and evaluation

	HIGHWAYS			MOBILITY			AIRPORTS		
	Number of units	Area (hectares)	Comment	Number of units	Area (hectares)	Comment	Number of units	Area (hectares)	Comment
<b>Assessment of the operations themselves to determine the level of exposure to biodiversity in the areas used for operational activities and the possible impacts on that biodiversity</b>									
<b>Total number of sites and the total area used for operational activities</b>	11	N/A	3,615 km of highways	104	3,465	-	17	5,153	-
<b>Biodiversity impact assessments for sites used for operational activities in the last 5 years</b>	11	N/A	Studies were carried out to assess aspects and impacts on biodiversity for the sites that had expansion and/or improvement works, including aspects related to environmental licensing and compliance with conditions. In addition, the environmental aspects and impacts of the highway operation itself are evaluated.	N/A	N/A	Surveys of aspects and impacts were carried out. In addition, the operation is carried out by executing all the environmental programs provided for in the licensing process.	17	2,136,300	Assessment of the impacts for operational issues and in the works, such as the Fauna Hazard Identification, Fauna Management Plan and Environmental Studies of the works that embrace biodiversity. Regarding the operation, the analysis of biodiversity (fauna) takes place constantly within a radius of 20 km from each airport, as agreed with ANAC.

133



NARRATION

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	HIGHWAYS			MOBILITY			AIRPORTS		
	Number of units	Area (hectares)	Comment	Number of units	Area (hectares)	Comment	Number of units	Area (hectares)	Comment
<b>Locations close to critical biodiversity and what is the total area of these sites</b>	N/A	N/A	Some stretches of the highways under the concession of the CCR Group intersect conservation units. In the case of expansion works that have intervention in areas of Conservation Units, the manifestation of the body responsible for its management is requested. However, it should be noted that in the last 5 years there has been no direct intervention in places close to critical biodiversity.	1	N/A	TMaritime Transport South Division Section (Mangaratiba, Ilha Grande and Angra dos Reis). In this case, the unit has internal controls for risk prevention and control, including systematic preventive and predictive maintenance of vessels and facilities. In addition, training is provided for the response to emergencies involving oil leakage that can be triggered as a corrective measure.	8	4,239	By matching the areas and location of the airports, we have identified 6 airports that are located in or near sensitive areas.
<b>Biodiversity and covered area management plans</b>	N/A	N/A	When a forecast for intervention in critical biodiversity areas is identified, a specific environmental study is carried out, making it possible to assess the conditions, minimize impacts and locational alternatives.	N/A	N/A	N/A	ND	ND	We have the Fauna Risk Management Plan and in some cases the Fauna Management Plan, operational documents, provided for in the Fauna Risk Management. These are regulatory plans for the management of operational risks, providing for monitoring, management and control actions in the operational, patrimonial and external areas of the airport, if limited to a radius of 20 km from the airport.

### Commitment to maintain, enhance or conserve biodiversity/ecosystems for operational activities and supply chain

#### Required commitment from own operations and supply chain to avoid operational activities near sites containing critical biodiversity

CCR Highways, depending on the nature of the operation and the concession contracts, in certain situations it is necessary to operate in environmental conservation areas. Whenever it is necessary to carry out expansion works, an environmental study is prepared to verify the need for environmental authorization/licensing to carry out the interventions and minimize impacts.

In the vicinity of the operational areas there is no global or nationally important biodiversity, as the lines operated by CCR Mobility of trains, subways and light rail are in urban areas.

There are clauses established in the lease agreements of areas and in the contracts for the provision of services that the works and activities carried out in the patrimonial area of the airport or other areas that have a contractual relationship with our airports that the service provider, assignee, may not carry out any activity that causes damage to the environment and that for the full exercise of its activities must comply with all applicable environmental standards and laws.

134



NARRATION

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SCREEN

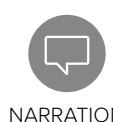
	HIGHWAYS			MOBILITY			AIRPORTS		
	Number of units	Area (hectares)	Comment	Number of units	Area (hectares)	Comment	Number of units	Area (hectares)	Comment
<b>Application of the mitigation hierarchy (avoid, minimize, restore, and compensate) when operating in areas close to critical biodiversity</b>			CCR Highways complies with all licensing requirements established by environmental agencies, evaluating the possible application of a mitigation hierarchy, that is, it seeks to avoid, minimize, restore and/or compensate for the impact. It should be noted that in the last 5 years there has been no direct intervention in places close to critical biodiversity.			In the vicinity of the operational areas there is no global or nationally important biodiversity, as the lines operated by CCR Mobility of trains, subways and light rail are in urban areas.			CCR Airports has no public commitment on this topic, we are working on the elaboration of policies that will contemplate these specificities. In addition, it complies with all the licensing requirements established by environmental agencies, that is, it seeks to minimize, restore or compensate for the impact caused.
<b>Partnerships for the implementation of commitments</b>			CCR Highways concessionaires have partnerships to carry out forest restoration projects and also with private institutions for wildlife management programs. Forest restoration: <ul style="list-style-type: none"> <li>• Caminhos das Sementes</li> <li>• CBA</li> <li>• Líbio Institute</li> <li>• ISA (Instituto Socio-Ambiental)</li> <li>• Wildlife management:</li> <li>• Uniso</li> <li>• Papagaio Verdadeiro (MSVia)</li> </ul>			We do not work with partners, although to meet our commitments we hire specialized environmental consultants.			We work with several external partners in our biodiversity-related projects, such as: <ul style="list-style-type: none"> <li>• Institute for the Conservation of Neotropical Carnivores, in the Amigo da onça project</li> <li>• Genome Project, in the conservation of golden grass</li> <li>• Department of Civil Aviation, Ministry of Infrastructure and Laboratory of Transport and Logistics of the Federal University of Santa Catarina, in the project "Technical Support to the Department of Civil Aviation in the Elaboration of Studies Affecting the Management of Fauna Risk in Brazilian Aerodromes".</li> <li>• NGO United For Wildlife, in adhesion to the Buckingham Treaty Project.</li> </ul>
<b>Goals</b>									
<b>Company-wide biodiversity target</b>			In 2023, we are committed to ensuring green operations. This will involve: <ul style="list-style-type: none"> <li>• The development of a tool for the economic valuation of biodiversity in new restoration projects from 2024 (TNFD - Task Force on Nature Financial Disclosure);</li> <li>• Commitment to the No Net Loss (NNL) initiative;</li> <li>• Adoption of Nature Based Solutions (NBS) as a measure to offset business impacts.</li> </ul>			None			None

	HIGHWAYS			MOBILITY			AIRPORTS			
	Number of units	Area (hectares)	Comment	Number of units	Area (hectares)	Comment	Number of units	Area (hectares)	Comment	
<b>Goals</b>										
<b>Commitment to Net Positive Impact (NPI) (Y/N)</b>		None		Due to the characteristics of the operations, where there is no impact on critical biodiversity, this item is not applicable.					None	
<b>No Net Loss (NNL) Commitment (Y/N)</b>		Commitment to the No Net Loss (NNL) initiative;			None				None	
<b>Other commitments</b>		<p>In 2023, we made progress in measures to mitigate and restore impacts on biodiversity, including the Forest Restoration Procedure. Forest Restoration Program (Flora)</p> <p>In order to offset the impact of our operations, we develop and execute forest restoration projects in all the states where we operate. These projects promote the recovery of degraded areas through the planting of native trees, protecting fauna, water resources and soil, and recovering local biodiversity. The regularization of areas in Conservation Units is also an initiative for the preservation of priority areas developed by the CCR Group.</p> <p>FauNA's Program</p> <p>Our operations are carried out with due care for the fauna, aiming to reduce the impacts on the surroundings of the regions where we operate. We have adopted monitoring, rescue and training programs for our teams for the proper management of the fauna. We also have agreements signed with partner institutions to receive, treat, when necessary, and reintroduce this fauna into their habitats.</p> <p>Environmental monitoring program in the construction phase</p> <p>The works to expand the capacity of the CCR Group's units are monitored by specialized teams, composed of multidisciplinary professionals with regard to environmental aspects and impacts. This monitoring consists of monitoring compliance with the conditions of the environmental licenses and the programs that are part of the Basic Environmental Plan of the works with the contracted third parties, aiming to minimize the socio-environmental impacts related to the project.</p>				Comply with the concession agreement and the conditions of environmental licensing with regard to biodiversity.			We have a future commitment to sign the Buckingham Treaty for the 16 airports, in addition to BH Airport.	

	HIGHWAYS			MOBILITY			AIRPORTS		
	Number of units	Area (hectares)	Comment	Number of units	Area (hectares)	Comment	Number of units	Area (hectares)	Comment
<b>Goals</b>									
<b>Target year for the full implementation of its commitment to biodiversity</b>	The No Net Loss commitment will be implemented from 2024			The No Net Loss commitment will be implemented from 2024			The implementation of the 11 commitments made in the treaty is being planned for implementation over the next 3 years, after the signing of the term of commitment. While the No Net Loss commitment will be implemented from 2024.		
<b>Quantitative progress (in percentage) towards full implementation of your commitment in the last year</b>	<p>Regarding the protection of the environment and biodiversity In 2023, we are committed to ensuring green operations. This will involve:</p> <ul style="list-style-type: none"> <li>The development of a tool for the economic valuation of biodiversity in new restoration projects from 2024 onwards (TNFD - Task Force on Nature Financial Disclosure);</li> <li>Commitment to the No Net Loss (NNL) initiative;</li> <li>Adoption of Nature Based Solutions (NBS) as a measure to offset business impacts.</li> </ul>			None			None		
<b>Target year for the full implementation of its commitment to biodiversity</b>	The No Net Loss commitment will be implemented from 2024			The No Net Loss commitment will be implemented from 2024			The implementation of the 11 commitments made in the treaty is being planned for implementation over the next 3 years, after the signing of the term of commitment. While the No Net Loss commitment will be implemented from 2024.		
<b>Quantitative progress (in percentage) towards full implementation of your commitment in the last year</b>	<p>Regarding the protection of the environment and biodiversity, in 2023 we made a commitment to ensure green operations. This will involve:</p> <ul style="list-style-type: none"> <li>The development of a tool for the economic valuation of biodiversity in new restoration projects from 2024 onwards (TNFD - Task Force on Nature Financial Disclosure);</li> <li>Commitment to the No Net Loss (NNL) initiative;</li> <li>Adoption of Nature Based Solutions (NBS) as a measure to offset business impacts.</li> </ul>			None			None		

HIGHWAYS			MOBILITY			AIRPORTS					
Number of units	Area (hectares)	Comment	Number of units	Area (hectares)	Comment	Number of units	Area (hectares)	Comment			
<b>Scope of engagement</b>											
<b>Requirement for own operations</b>			I apply to my own operations			Not applicable.			I apply to my own operations:		
<b>Requirement for Tier 1 Suppliers</b>			Yes. In the bidding process for the contracting of services and works, the mandatory requirement is presented, which aims to minimize the impacts linked to the activities, promote good practices and guide companies in relation to the environmental care required by the CCR Group. These requirements are defined in the "Environmental Guidelines" document. During the execution of the services, training and environmental inspections are carried out to ensure compliance with legal and contractual requirements, according to document PO-ENG-015-01.			Not applicable.			I apply to my own operations:		
<b>Requirement for Non-Level 1 Suppliers</b>			Yes. In the bidding process for the contracting of services and works, the mandatory requirement is presented, which aims to minimize the impacts linked to the activities, promote good practices and guide companies in relation to the environmental care required by the CCR Group. These requirements are defined in the "Environmental Guidelines" document. During the execution of the services, training and environmental inspections are carried out to ensure compliance with legal and contractual requirements, according to document PO-ENG-015-01.			Not applicable.			I apply to my own operations:		
<b>Policies and Disclosure</b>											
<b>Restoration or rehabilitation efforts in degraded areas</b>			In 2023, CCR Highways recorded a restoration/suppression indicator of 0.38 by the end of the 3rd quarter. By the end of the year, 39.10 hectares are expected to be restored and 79.2 hectares have been preserved through the land regularization of PAs.			Not applicable.			CCR Airports does not yet have set targets for land use as well as soil restoration, another ecosystem health metric. Regarding the number of collisions with Fauna, CCR Airports is still developing a goal for monitoring, however, in relation to BH Airport they have the following goal for Fauna Risk: Achieve the goal of the Fauna Collision Indicator every 10,000 movements, with the cumulative result for the year 2023 equal to or below 2.65 collisions/ATM (improvement of 3% compared to the previous year, 2022 - 2.74). Ensuring Operational Safety and Protection of Local Biodiversity.		

137



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	HIGHWAYS			MOBILITY			AIRPORTS		
	Number of units	Area (hectares)	Comment	Number of units	Area (hectares)	Comment	Number of units	Area (hectares)	Comment
<b>Policies and Disclosure</b>									
<b>Scope of programs for the protection of natural ecosystems</b>			CCR Highways concessionaires have partnerships to carry out forest restoration projects and also with private institutions for wildlife management programs. Forest restoration: <ul style="list-style-type: none"> <li>Seed Paths</li> <li>CBA</li> <li>Libyan Institute</li> <li>ISA (Instituto Socio-Ambiental)</li> <li>Wildlife management:</li> <li>Uniso</li> <li>True Parrot (MSVia)</li> </ul>			Not applicable			CCR Airports is developing the plan to address these issues with the assignees. For BH Airport they have the following guideline: Yes, BH Airport works with suppliers, Esatas companies (Air Transport Auxiliary Services Companies) and airlines, developing and verifying sustainable practices, such as mapping and emission reduction projects, waste management, renewable energy transfer and wildlife management.
<b>Operations with ecosystem protection programs certified or ensured by an external stakeholder group</b>			ISO 14.001 In the units: ViaOeste/RodoAnel/ViaSul/ViaCosteira/RioSP/MSVia			Not applicable			We don't have
<b>The policy with provisions on the sustainable management of natural resources and raw materials.</b>			Environmental policy under review. The CCR Group's Environmental Policy establishes actions to prevent pollution and promote actions to protect biodiversity. In addition, the commitment to comply with applicable environmental legislation and its constraints falls within the mitigation hierarchy. The Policy defines that the assessment and sustainable management of natural resources must mitigate the expected negative impacts.			Not applicable			CCR Airports does not yet have a policy that covers this topic. It is part of the planning for next year to contemplate the sustainability policy of airports that contemplate material issues.
<b>The Policy in which the company seeks to minimize the disruption of operations to biodiversity using the mitigation hierarchy (avoid-minimize-restore-compensate)</b>			Environmental policy under review.			Not applicable			CCR Airports does not yet have a policy that covers this topic. It is part of the planning for next year to contemplate the sustainability policy of airports that contemplate material issues.

	HIGHWAYS			MOBILITY			AIRPORTS		
	Number of units	Area (hectares)	Comment	Number of units	Area (hectares)	Comment	Number of units	Area (hectares)	Comment
<b>Policies and Disclosure</b>									
The Policy that seeks to recover and restore habitats degraded by operations		Environmental policy under review.		Not applicable				Not applicable	
<b>Describe the scope of the biodiversity and soil restoration policy</b>		The Normative Instruction on Biodiversity was drafted, which aims to establish the guidelines for the conduct of socio-environmental issues, minimizing the impacts related to biodiversity in its business units, taking into account the company's governance processes. In addition, the Master Plan for Forest Restoration and the Forest Restoration Procedure for highways were elaborated, which aims to guide the implementation of environmental compensation through forest restoration, establishing the procedures, methodologies, responsibilities, monitoring and applicable legal instruments. These instruments are in the final approval phase.		Not applicable				Not applicable	

## EXHIBITION AND EVALUATION

Programs & Structures	Highways	Mobility	Airports
<p><b>Restoration or rehabilitation efforts in degraded areas</b></p>	<p>Compensatory Planting Projects for Forest Restoration</p> <ul style="list-style-type: none"> <li>Recovery of APPs and other areas used for highway expansion works.</li> <li>Land tenure regularization program, when it comes to the Atlantic Forest biome, aiming at the conservation of the biodiversity present in the conservation units, whose territory was not properly regularized and consequently without a master plan and management.</li> <li>For the land regularization methodology, a standard NOR 035 - Land Regularization Standard for Environmental Compensation purposes was elaborated, which aims to establish the processes, activities and responsibilities within the scope of compliance with the environmental compensation provided for in the environmental licensing processes, through Land Regularization of Conservation Units/Legally protected Areas, with legal and business security, as an alternative to compensatory planting.</li> </ul>	<p>Within the boundaries of the right-of-way of Lines 8 and 9, there are sites that are in the process of managing contaminated areas. These are punctual contaminations that predate the concession contract and have already gone through the investigation processes, and are currently in the monitoring phase for later request for the closure term issued by the environmental agency.</p>	<p>For the existing PPAs within the airport site, except for the PPAs that are in the operational area (which must respect the runway transition ramp and taxiway), our planning includes the recovery of these areas that are of environmental interest, through the authorization of intervention in areas of environmental interest for recovery, with the cleaning of the areas, removal of exotic vegetation, correction of erosion, slopes and planting of native plants, as well as the promotion of natural regeneration of flora.</p>
<p><b>Scope of programs for the protection of natural ecosystems</b></p>	<p>The projects underway during 2023 totaled 110.72 hectares, corresponding to 102 soccer fields, of which 31.52 hectares were planted with native species and 79.2 hectares were subject to land regularization. Several native species were used in these plantations, including endangered/protected species by law.</p> <p>For environmental compensation of the BR386 duplication works between Lajeado and Marques de Souza, Ibama approved the innovative methodology of Land Regularization of Conservation Units aiming at the creation of a Municipal Park in Lajeado/RS. It is a remnant area of Atlantic Forest in an advanced stage of regeneration, with approximately 52 hectares, which will be the object of the creation of a Conservation Unit (Municipal Park for the Conservation of Biodiversity). This area has environmental relevance due to the existing flora and fauna, water springs and protected native tree specimens, so the formalization of the Conservation Unit will contribute to the conservation of this area of great environmental relevance that was previously susceptible to pressure from real estate expansion.</p> <p>Also in 2023, the partnership with the Seed Paths Initiative and ISA was maintained, which aims to scale up the recovery of native vegetation in Brazil through the use of the direct seeding method in an inclusive way. With effective results for the restoration of native vegetation in a process similar to the natural one, direct sowing promotes social and economic development, since it fosters seed collection networks that are sustainable businesses led by traditional peoples and communities, providing significant socioeconomic gains and accelerated advancement of direct sowing based on traditional knowledge. The seeds are made available by a network of local collectors of collectives of indigenous, quilombola and small farmers organized for the production and marketing of forest products that work in a network to produce and make these seeds available on the market. In addition, at CCR ViaCosteira, an ecological restoration project was developed in conjunction with Funai and the Tekoa Marangatu Indigenous Community, aiming to restore degraded areas within the indigenous land, as well as to develop environmental education with the children of the village.</p>	<p>Not applicable</p>	<p>We have the initiative to protect jaguars, located in IGU, which is the natural habitat of these felines, for this we are planning to acquire triple cameras for monitoring, in partnership with the association that organizes the Amigo da onça program. We will carry out the recovery of the PPAs within the patrimonial area at PET, BFH, PLU, GYN airports. PMW.</p>

140



NARRATION

WEBSITE ON  
CONTRAST  
SCREEN

## Programs &amp; Structures

## Highways

## Mobility

## Airports

Yes. For the execution of the expansion works provided for in the contract and concession, there are potential impacts that may result in involuntary displacement of individuals resulting from expropriation, for example. In addition, the situation of irregular occupations must be managed according to the provisions of the concession contracts, with special attention to vulnerable families who have social support. CCR Highways has a specific Removal and Resettlement Program to deal with involuntary displacements resulting from expropriation processes and, in accordance with the obligations of the concession contracts, irregular occupations in the highway right-of-way.

This Program is based on the elements raised after the identification of the population and the economic activities affected by the expropriation, as well as those existing in the domain strips, with the physical registration of the areas/occupations and for irregular occupations, the application of socioeconomic survey to define the social profile of the family nuclei.

As national normative premises, this Program is based on compliance with the pertinent legislation (Federal Constitution of 1988; Decree-Law No. 3,365, of June 21, 1941 [Expropriations for public utility]; Decree-Law No. 1,075, of January 22, 1970 [Immission in possession of urban residential properties] and other applicable laws) and the 2022 Resettlement Program Guidelines of the DNIT. In addition to the above-mentioned national standards, for the CCR RioSP and CCR MSVia units, the compliance of this Program with the most advanced international guidelines and policies on the subject is highlighted, especially Performance Standard 5 (Land Acquisition and Involuntary Resettlement) of the International Finance Corporation (IFC), which aims to achieve greater scope of the measures to be proposed. To implement the works and comply with contractual obligations, CCR ViaSul, CCR ViaCosteira, CCR ViaOeste, CCR SPVias and CCR RioSP implemented an exclusive service channel for the affected community (Social Duty). Through this channel, active communication actions are developed, as well as punctual clarifications, prioritizing personalized and transparent service.

In 2023, in compliance with the eviction plan provided for in CCR ViaSul's concession contract, the process of vacating 244 areas of the right-of-way began, and 144 of these evictions were completed this year. Likewise, according to CCR ViaCosteira's eviction plan, 85 areas of the right-of-way were vacated this year. The evidence is presented in the attached worksheet. The eviction plan applied includes all the social actions to be developed for negotiations and monitoring of families, before, during and after living, as well as negotiations for commercial occupations.

In addition, the RioSP Vacancy Plan was also continued with the application of 212 socioeconomic surveys on BR 101 and 50 surveys on BR 116. The socioeconomic analysis is carried out by social workers and is a fundamental step in the eviction process, as it guarantees dignity in the treatment of families who will be resettled and are in a situation of social vulnerability.

Of the families identified as vulnerable, 50 real estate valuation reports were prepared on BR 101 and 18 reports on BR 116. The reports make it possible, through the methodology recommended in NBR 14.653-1:2001, to evaluate and value the existing houses or businesses in the right-of-way and ensure that the occupant in a vulnerable situation is able to acquire another property or business outside the right-of-way in good standing, or subject to regularization.

At the end of October 2023, negotiations began on the compensation amounts for the eviction of the right-of-way in Serra das Araras, in which five agreements have been made so far, based on the reports already made.

This year, collective meetings were also held, which allow the social participation of stakeholders such as communities, public authorities and concessionaires, enabling a space for clarification, discussion and decision-making. Some attached photos illustrate the fieldwork and collective meetings, held on both BR 101 and BR 116.

In continuity with the premises that supported the elaboration of NOR 026 - Amicable Agreement Expropriation Rule, we present a summary of the indicators obtained within the scope of CCR's Highway Units in the attached spreadsheet, where 39% of the expropriation processes currently run through the amicable agreement.

Yes, when required by law, the community impact assessment is carried out within the environmental licensing processes.

Our asset management is already consolidated and we have not had projects in which it was implemented in a non-anthropized area. Therefore, this analysis does not apply to assets that are part of our concession model.

141



NARRATION

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CONTRAST  
SCREEN

### Community impact assessment before settling in new areas

## Programs &amp; Structures

## Highways

## Mobility

## Airports

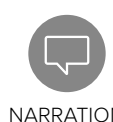
**Biodiversity impact assessment before settling in new areas**

Yes. During the licensing process, the impacts generated by the expansion works are surveyed, which can be classified as low/medium impact (such as device adaptation works, additional lanes within the right-of-way, access adjustments, walkways etc.) or high impact (such as duplication works, implementation of new devices, implementation of marginal roads etc.) or high impact (such as duplication works, implementation of new devices, implementation of marginal roads etc.). All expansion works may generate temporary impacts (erosion, silting of water resources, contamination of soil and water resources, nuisance to the population due to noise generation, among others), for which mitigation and control actions are taken (sediment containment measures, protection against erosive processes, noise and vibration control, solid waste and liquid effluent management etc.), and definitive impacts (loss of local tree individuals), for which compensation measures (forest restoration programs) are envisaged.

Yes, when required by law, the community impact assessment is carried out within the environmental licensing processes.

Our asset management is already consolidated and we have not had projects implemented in a non-anthropized area. Therefore, this analysis does not apply to assets that are part of our concession model.

142



NARRATION

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CONTRAST  
SCREEN**SOLID WASTE APPEARANCE****WASTE DISPOSAL**

Tons	CCR Group			
	2020	2021	2022	2023
<b>Total waste recycled/reused</b>	4,751.65	6,357.67	9,206.01	95,885.26
<b>Total waste discarded</b>	37,573.75	22,056.01	28,017.50	196,738.92
<b>Landfilled waste</b>	37,066.17	21,587.73	27,678.41	191,626.75
<b>Waste incinerated with energy recovery (incinerator)</b>	53.85	23.74	0	0
<b>Waste incinerated without energy recovery (chamber incinerator)</b>	0.04	0.14	22.21	50.33
<b>Waste disposed of in another way (autoclave, co-processing, chemical stabilization, effluent treatment and anaerobic lagoon)</b>	453.69	444.40	316.87	5,061.84

<sup>1</sup> For the recycled/reused category, waste destined for: re-refining, reverse logistics, recycling, reuse, reuse and composting was considered.

<sup>2</sup> For the category of Landfilled waste, waste destined for: Sanitary landfills, landfills with methane recovery, industrial landfill, Class I and Class II landfills were considered.

<sup>3</sup> For the category of waste with unknown disposal method, waste that is destined for: Storage sorting/transshipment was considered. There was no destination for incineration with energy recovery.

<sup>4</sup> The 2023 data consider the units entitled CCR Autoban, CCR MSVia, CCR RioSP, CCR RodoAneI, CCR ViaOeste, CCR SPVias, CCR ViaCosteira, CCR ViaSul, CCR ViaLagos, ViaRio, CCR Metrô Bahia, VLT Carioca, ViaQuatro, ViaMobilidade – Line 5, ViaMobilidade – Lines 8 and 9, CCR Barcas, BH Airport, Pampulha, South Block and Central Block, SAMM, offices (includes CSC - Shared Services Center).

## Waste generated (t)

Waste	CCR Group		
	2021	2022	2023
Rubber	647.29	939.93	624.27
Electronic	106.72	14.90	76.26
Rubble	14,598.62	17,309.05	252,808.28
Fats and oils	159.79	153.76	155.64
Wastewater treatment sludge	227.99	105.37	4,425.40
Batteries and light bulbs	21.24	50.76	49.43
Chemicals & Contaminated	117.91	162.43	440.24
Recyclable (paper, plastic, glass and metal)	1,482.64	3,412.14	10,469.37
Healthcare Waste	5.69	24.57	35.21
Organic waste	10,948.51	4,418.56	3,696.75
Uniforms/PPE	3.67	12.53	14.90
Other recyclables (iron, copper, bronze, brass and steel)	0	0	532.48
Other	93.61	10,619.50	19,295.96
<b>Total</b>	<b>28,413.68</b>	<b>37,223.50</b>	<b>292,624.18</b>

## Waste destined for final disposal (t)

	Hazardous			Non-Hazardous			Total		
	2021	2022	2023	2021	2022	2023	2021	2022	2023
Landfill	0.26	22.79	37,361.68	8,598.14	20,610.45	143,067.52	8,598.40	20,633.24	180,429.20
Landfill with methane burning	3.53	500.10	592.63	10,348.61	6,500.18	10,294.78	10,352.14	7,000.28	10,887.41
Class I Industrial Landfill	0.67	9.18	260.71	1,188.35	0.00	0.00	1,189.02	9.18	260.71
Industrial landfill	0.00	35.72	49.43	1,448.16	0.00	0.00	1,448.16	35.72	49.43
Incineration	17.05	22.21	50.33	6.69	0.00	0.00	23.74	22.21	50.33
Camera incineration	0.14	0.00	0.00	0.00	0.00	0.00	0.14	0.00	0.00
Autoclave	14.98	0.20	1.68	0.00	0.00	0.00	14.98	0.20	1.68
Co-processing	257.30	201.01	387.48	105.21	10.28	234.99	362.51	211.29	622.47
Chemical stabilization	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Wastewater treatment	66.92	0.30	2,931.34	0.00	105.07	1,500.06	66.92	105.37	4,431.40
Sorting with storage	0.00	0.00	5.80	0.00	0.00	0.00	0.00	0.00	5.80
Other Disposition Operations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>360.85</b>	<b>791.51</b>	<b>41,641.58</b>	<b>21,695.16</b>	<b>27,225.98</b>	<b>155,097.35</b>	<b>22,056.01</b>	<b>28,017.49</b>	<b>196,738.92</b>

<sup>1</sup> The increased amount of waste is due to works carried out in Mobility and Highways.

The 2023 data consider the units CCR Autoban, CCR MSVia, CCR RioSP, CCR RodoAneI, CCR ViaOeste, CCR SPVias, CCR ViaCosteira, CCR ViaSul, CCR ViaLagos, ViaRio, CCR Metrô Bahia, VLT Carioca, ViaQuatro, ViaMobilidade – Line 5, ViaMobilidade – Lines 8 and 9, CCR Barcas, BH Airport, Pampulha, South Block and Central Block, SAMM, offices (includes CSC - Shared Services Center).

<sup>3</sup> The waste recovered (GRI 306-4) was disposed of outside the organization, with the exception of 3.92 tons derived from composting that were used internally.

144



NARRATION

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## WATER ASPECT

### Water consumption (million m<sup>3</sup>)

Water consumption (million m <sup>3</sup> )	CCR GROUP				HIGHWAYS				MOBILITY				AIRPORTS				SERVICES/CORPORATE			
	2020	2021	2022	2023	2020	2021	2022	2023	2020	2021	2022	2023	2020	2021	2022	2023	2020	2021	2022	2023
<b>A - Withdrawal: Total municipal water supply (or other water utilities)</b>	0.3297	0.3656	1.0372	1.2827	0.0387	0.0434	0.0462	0.0480	0.1935	0.1862	0.4629	0.7483	0.0963	0.1009	0.5264	0.4815	0.001	0.035	0.002	0.0050
<b>B. Withdrawal: Surface freshwater (lakes, rivers etc.)</b>	0.0014	0.0010	0.0008	0.0014	0.0004	0.0003	0.0002	0.0003	-	0.0001	0.0004	0.0001	0.0010	0.0007	0.0002	0.0010	0	0	0	0
<b>C. Withdrawal: Groundwater</b>	0.1769	0.1575	0.1723	0.1539	0.1199	0.1103	0.1042	0.1128	0.0570	0.0471	0.0681	0.0411	0	0	0	0	0	0	0	0
<b>D. Discharge: Water returned to the extraction source of similar or higher quality than the raw water extracted (applies only aBeC)</b>	0.0056	0.0039	0.0098	0.0186	0.0005	0.0004	0.0003	0.0011	0.0048	0.0022	0.0067	0.0014	0.0003	0.0013	0.0028	0.0161	0	0	0	0
<b>E. Total net freshwater consumption (A+B+C-D)</b>	0.5136	0.5280	1.2202	1.4566	0.1595	0.1545	0.1510	0.1623	0.2553	0.2356	0.5381	0.7908	0.0976	0.1030	0.5294	0.4986	0.0012	0.0350	0.0016	0.0050
<b>Freshwater withdrawal intensity (million m<sup>3</sup>/R\$ thousand gross operating revenue)</b>	0.000058	0.000046	0.000066	0.000091	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

<sup>1</sup> The CCR Group does not have a target for water, as it is not a material issue. None measurement of the discharge of water returned to the source of collection, but the disposal follows the pertinent legislation.

<sup>2</sup> Historical water consumption intensity data has been recalculated using Gross Operating Revenue (excluding construction revenue)."

145



NARRATION

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## Total water withdrawal (megaliters)

Funding Sources	CCR GROUP					HIGHWAYS					MOBILITY					AIRPORTS					SERVICES/CORPORATE				
	2021	2022	2023	2022/21	2023/22	2021	2022	2023	2022/21	2023/22	2021	2022	2023	2022/21	2023/22	2021	2022	2023	2022/21	2023/22	2021	2022	2023	2022/21	2023/22
<b>Stormwater</b>	1.39	0.84	1.37	-39%	63%	0.30	0.24	0.27	-20%	12%	0.06	0.36	0.11	500%	-70%	0.68	0.24	1.00	-64%	312%	0.35	0.00	0.00	-100%	0%
<b>Waters underground</b>	157.46	172.34	153.93	9%	-11%	110.34	104.23	112.83	-6%	8%	47.12	68.11	41.10	45%	-40%	0.00	0.00	0.00	0%	0%	0.00	0.00	0.00	0%	0%
<b>Seawater</b>	0.00	0.00	0.00	0%	0%	0.00	0.00	0.00	0%	0%	0.00	0.00	0.00	0%	0%	0.00	0.00	0.00	0%	0%	0.00	0.00	0.00	0%	0%
<b>Produced (reused)</b>	3.94	9.84	18.62	150%	89%	0.38	0.31	1.14	-18%	267%	2.22	6.69	1.36	201%	-80%	1.34	2.83	16.11	111%	469%	0.00	0.00	0.00	0%	0%
<b>Waters of third party-supply public</b>	330.59	1,037.16	1,282.43	214%	24%	43.43	46.24	48.04	6%	4%	186.22	462.93	748.26	149%	62%	100.94	526.35	481.46	421%	-9%	0.00	1.64	4.95	2%	202%
<b>Total CCR</b>	<b>493.38</b>	<b>1,220.18</b>	<b>1,456.63</b>	<b>147%</b>	<b>19%</b>	<b>154.45</b>	<b>151.02</b>	<b>162.27</b>	<b>-2%</b>	<b>7%</b>	<b>235.62</b>	<b>538.09</b>	<b>790.84</b>	<b>128%</b>	<b>47%</b>	<b>102.96</b>	<b>529.42</b>	<b>498.57</b>	<b>414%</b>	<b>-6%</b>	<b>0.35</b>	<b>1.64</b>	<b>4.95</b>	<b>369%</b>	<b>202%</b>
<b>Water Passed</b>	60.42	0.00	0.00	-100%	0%	0.00	0.00	0.00	0%	0%	2.89	0.00	0.00	-100%	0%	57.53	0.00	0.00	-100%	0%	0.00	0.00	0.00	0%	0%
<b>Grand Total</b>	<b>553.80</b>	<b>1,220.18</b>	<b>1,456.63</b>	<b>120%</b>	<b>19%</b>	<b>154.45</b>	<b>151.02</b>	<b>162.27</b>	<b>-2%</b>	<b>7%</b>	<b>238.51</b>	<b>538.09</b>	<b>790.84</b>	<b>126%</b>	<b>47%</b>	<b>160.49</b>	<b>529.42</b>	<b>498.57</b>	<b>230%</b>	<b>-6%</b>	<b>0.35</b>	<b>1.64</b>	<b>4.95</b>	<b>369%</b>	<b>202%</b>

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

2 There was no collection of seawater and produced.

3 Water is not a material issue, for this reason, no studies are carried out to identify operations in areas of water stress.

4 The 2023 data consider the units CCR Autoban, CCR MSVia, CCR RioSP, CCR RodoAneI, CCR ViaOeste, CCR SPVias, CCR ViaCosteira, CCR ViaSul, CCR ViaLagos, ViaRio, CCR Metrô Bahia, VLT Carioca, ViaQuatro, ViaMobilidade - Line 5, ViaMobilidade - Lines 8 and 9, CCR Barcas, BH Airport, Pampulha, South Block and Central Block, SAMM, offices (includes CSC - Shared Services Center).

5 The increase in the Third-party water - public supply category was due to the growth in passenger demand after the pandemic, mainly in Mobility and Airports.

## EMERGING RISKS

### Risk Name

Climate Change and the consequent increase in the frequency and severity of weather events in the regions where the Company operates may result in physical damage to its highway, airport and urban mobility assets, resulting in additional costs and/or reduced revenues. In addition, Climate Change may promote changes in the Company's business environment related to the transition to a low-carbon economy, resulting in, for example, increases in costs, new regulatory obligations and changes in strategy.

### Description of the risk

Climate Change represents a threat that can manifest itself in several risks to the Company and are mainly categorized into Physical Risks and Transition Risks.

#### Physical Risks are divided into Acute and Chronic:

Acute: These are extreme and sudden weather events that occur in short periods of time. These events have immediate, often devastating impact and are related to extreme heat waves, intense storms, meteorological drought, wildfires, high winds, and landslides.

- Chronic: These refer to gradual, long-term changes in weather patterns or environmental conditions. Chronic risks manifest over time, can have persistent cumulative impacts, and are related to the gradual rise in sea levels and global average temperatures, processes such as desertification and biodiversity loss.

#### Transition Risks are divided into Market, Reputation, Technology, Policy, and Legal:

- Market: refers to changes in market conditions and demand for products and services as the transition to a low-carbon economy progresses, for example: supply chain disruptions or increased costs for inputs, services and financing.
- Reputation: involves the impact on the perceptions of the public, customers and stakeholders about the Company's environmental posture and practices during the transition to a more sustainable

economy, for example: failure to meet public commitments and stakeholders' concern with environmental strategy.

- Technology: This is related to a company's ability to adapt and adopt cleaner technologies and sustainable innovations, so that it does not fall behind as the market preference turns to greener solutions.
- Policies and Legals: These include the implications of government regulations aimed at reducing greenhouse gas emissions and promoting sustainable practices, for example: new laws and regulations that impose restrictions, new taxes, or fees on carbon emissions.

Physical and Transition risks have the potential to generate adverse consequences for the Company's operations and sustainability.

### Impact

The company assesses the impacts of climate change in line with the guidelines of the Task Force on Climate Related Financial Regulations (TCFD), which aims to encourage organizations to communicate to investors about the risks associated with climate change, in addition to detailing their strategies for managing these risks.

For the identification and assessment of physical risks, the climate scenarios of the Sixth Assessment Report (AR6) of the IPCC (Intergovernmental Panel on Climate Change) were considered. In line with the TCFD recommendations, two scenarios were selected for analysis, one pessimistic and one intermediate, both projected for the years 2030 and 2050.

The occurrence of extreme weather events in the regions where the Company operates (such as heat waves, storms, meteorological drought, forest fires, strong winds, floods and landslides) may have different impacts on the Company's business:

The occurrence of acute physical risks may require additional investments to those already planned by our subsidiaries, interfere with the project execution schedule, negatively impacting the distribution of resources to the CCR Group. In addition, such events can cause losses to the assets of the subsidiaries, resulting in increased expenses with engineering projects aimed at the safety of users and ensuring the viability of the assets. If the subsidiaries do not follow these technologies, they will not be prepared for

the costs arising from possible incidents associated with climatic events, causing brand depreciation due to user dissatisfaction and other damages derived from the lack of safety in operations.

The chronic physical risks of climate change may result in the future in weather conditions different from those existing at the beginning of the respective concessions, which may cause a reduction in the useful life of the assets, inability to maintain the level of quality, safety and comfort of the highways, airports and subways and the respective services provided, which may adversely affect the operating results and financial condition of our subsidiaries and, consequently, of the Company.

With regard to our subsidiaries in the urban mobility segment, events linked, for example, to flooding in cities due to higher incidence of rainfall and strong winds, may impact our operations, causing overcrowding of the operating system, damage to physical structures, flooding of roads and interruption of the supply of electricity, causing degradation or stoppage of the operation.

Specifically in the highway segment, the occurrence of the events mentioned above can cause social and environmental impacts such as landslides, landslides and falls of barriers, causing the interdiction of the operation with the possibility of causing accidents to our employees, suppliers, service providers, third parties and customers, in addition to damage to infrastructure that may result in cost increases and reduced revenues of our subsidiaries.

With respect to our subsidiaries in the airport segment, the impacts resulting from more intense and frequent weather events, such as windstorms and heavy rains, may lead to the closure of runways, delays or cancellation of flights, damage to buildings and structures and even the closure of airports, which, in turn, would adversely impact the revenues of our subsidiaries and the Company.

In relation to the identification and assessment of transition risks, the information on demand for use and revenue generated by each Company's asset and the NGFS scenarios (NDC and Net Zero) were considered.

The concessions controlled by the Company are exposed to changes in the business environment resulting from the transition to a low-carbon economy with regard to restrictions on GHG emissions from fossil fuels and the consumption of carbon-intensive energy sources such as petroleum products, coal and natural gas.

**The risks related to the transition to a low-carbon economy may have the following impacts on the Company's business:**

The increase in demand for low-carbon modes of transport for transporting people (increase in the share of electric vehicles and the greater demand for connection between low-emission modes - bus/subway/bicycle) may reduce the revenue of companies that do not prioritize more sustainable products and services in their business. In relation to cargo transportation, the expansion of railroads may lead to a reduction in the share of highways in the volume of cargo transported in Brazil.

Higher demand for less carbon-intensive raw materials and inputs can result in difficult access or shortages of certain inputs, leading to supply chain disruptions. For example, there may be unavailability of natural gas and renewable fuels (e.g., ethanol), due to the increased demand for these products in various sectors, as a short-term alternative to higher emission sources currently used.

New laws and regulations to restrict emissions or impose a carbon tax may lead to an increase in the price of fossil fuels, an increase in the Company's costs and a consequent increase in the sale price of services and/or a reduction in the profit margin of the subsidiaries. In addition, non-compliance with these laws may generate unplanned administrative costs, such as fines, evaluations and administrative sanctions by regulatory bodies on the business of subsidiaries.

The increase in electricity consumption and the need to decarbonize the energy matrix can lead to an imbalance between supply and demand for renewable energy sources, increasing the price of electricity. In Brazil, the reduction in the volume of water available in hydroelectric plants, due to the reduction in precipitation volumes, can lead to the activation of thermoelectric plants to generate electricity, increasing the cost of electricity generated.

Some of CCR's concession insurance is a contractual obligation, so any change in requirements needs to be absorbed by the company. The incorporation of the climate variable in insurance underwriting processes may lead to higher requirements for assets with high climate risk (e.g., increased insurance premiums, assets not being covered by certain events etc.).

The incorporation of climate risk assessment by financial institutions may lead to revaluations of credit conditions for certain assets, with an increase in interest rates or changes in financing conditions for companies or assets classified as high climate risk, i.e., those that are more exposed to the effects of climate change or that are large emitters of carbon from fossil sources.

With the consumer increasing the demand for more sustainable products and/or services, the company is increasingly prioritizing requirements for sustainable practices. Thus, the new sustainability requirements require an adjustment in the services offered, resulting in increased costs due to changes in the price of inputs purchased from suppliers (e.g., biofuels, renewable energy, concrete and steel with lower GHG emissions) and production requirements (e.g. effluent and waste treatment).

Currently, some concession contracts in São Paulo and Rio de Janeiro, where the CCR Group operates, require GHG emissions reporting, which may also materialize for environmental agencies in other states. Failure to comply with these obligations may result in the generation of fines, evaluations and administrative sanctions by environmental agencies and generate unplanned administrative costs.

New concession contracts may include the requirement of "Carbon Neutral" operations, as in the case of CCR RioSP. As this is a trend for future concessions, failure to comply with the requirements of new contracts may generate fines and other regulatory penalties.

The CCR Group has significant scope 3 emissions. If CCR fails to engage and incentivize the value chain to reduce its emissions, the Company will not be able to respond to the growing concern of stakeholders about the emission management of its subsidiaries and their strategies to deal with climate-related financial impacts.

In 2022, CCR Group submitted its science-based targets for reducing greenhouse gas emissions to the Science Based Targets Initiative (SBTi), and in 2023, it received approval for this initiative. Failure to meet the targets may impact the Company's image in the eyes of its stakeholders.

**Mitigation actions**

The Company adopts different methods to manage threats and opportunities related to climate risks. In 2023, the company made public commitments related to this agenda, such as expanding its purchases from suppliers with sustainable criteria, reducing scope 3 value chain CO2 emissions by 27% and 59% in scope 1 and 2 emissions by 2033 (compared to the base year 2019), doubling photovoltaic power generation in 2023, have 100% of consumption in green energy by 2025, and use biofuels in 100% of the light fleet by 2025, invest in electric vehicles, expand the reuse of milled asphalt material, increase recycling rates, adopt Nature Based Solutions (NBS), implement the Climate Resilience Plan in the business units by 2025.

**Risk Name**

The Company may be the target of more challenging cyber threats in the future, enhanced by the increased use of automations and the increase in artificial intelligence, which may adversely affect the business.

**Description of the risk**

The growing media exposure and the digital transformation of processes with elements of artificial intelligence, robotization, cloud data storage, increased connectivity etc., increases the Company's exposure to the cyber threats of social engineering, cyberattacks and malicious code perpetrated by cybercriminals. The growing sophistication of these criminals incorporating automations and advanced Artificial Intelligence techniques makes the protection of technology environments even more challenging, as exemplified below.

- **Social Engineering:** this technique, which cybercriminals or malicious people use to obtain information about the environment so that they can take advantage and apply scams, can be improved with more personalized attacks, from the generation of fake content, the use of malicious chatbots and/or manipulation of social media.

- **Malware:** these are threats through malicious code, commonly known as viruses that can spread through the organization's equipment and systems, can be improved with the generation of smarter algorithms that quickly understand and circumvent defense mechanisms, exploitation of vulnerabilities in an automated way etc.

- **Phishing:** this very common scam among cybercriminals, in which sentimental appeal and sense of urgency are usually used to deceive their victims, can be improved with the use of algorithms that automate the execution of large-scale phishing campaigns in the Company, algorithms that can understand people's online behavior patterns, enabling the creation of messages that align with the victim's typical behavior etc.

- **Ransomware:** This is a type of malware that encodes data and restricts access to systems and can be improved by using stronger decryption algorithms, making it impossible for the cybercriminal to be traced.

### Impact

Cyber threats can cause adverse impacts on the Company's business, among the main ones we can mention:

- Downtime in the information technology systems on which the Company's operations depend, which may generate unavailability and/or operational degradation and impair the level of service to users and customers, in addition to resulting in an eventual reduction or loss of revenue;

- If the Company's or third parties' servers on which the Company's data may be stored are subject to physical or digital intrusion, viruses or other cyber-attacks, the confidential information of the Company and its customers may be leaked, stolen, improperly modified or destroyed;

- Any breach of security involving misappropriation, loss, unauthorized disclosure or use of confidential information of the Company's suppliers or customers, whether by itself or by third parties, may: (i) subject the Company to civil and criminal penalties; (ii) have a negative impact on the Company's reputation; (iii) expose the Company to liabilities to its suppliers, customers, third parties or government

authorities; (iv) generate financial losses related to data recovery, repair of compromised systems, in addition to possible ransom payments to avoid the disclosure of sensitive information etc.

### Mitigation actions

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

- Normative instruments such as Policies and Code of Conduct address guidelines for Information Security, including criteria for classification and control of confidential information;

- Communication campaigns and training to raise awareness among employees and third parties about cyber threats and information security mechanisms;

- The company has technological security mechanisms to prevent potential intruders, such as technology (antivirus, edge firewall, IPS - Intrusion Prevention System (detects attacks, suspicious behavior), antispam, Data Loss Prevention, content filters, internal firewall (protects from one network to another), URL restriction and encryptions.

- There are redundancies in information technology systems, as well as backup processes that can be used in adverse situations, such as segregation of operational networks and administrative networks.

- Recurrent assessment of the maturity level of the information security environment, based on the best process practices and internal controls defined in the ISO 27.001 and ISO 27.002 frameworks.

- Strategic Information Security Plan that establishes the implementation of several corporate projects to increase the maturity of the OCR Group's environment, including: internal and external penetration tests, access management, incident management, vulnerability management, network segregations, threat intelligence etc.

Moreover, the Company has a specific procedure for Resilience, Operational Continuity and Crisis Management, in which it establishes the activation of a Crisis Committee and Response Actions to the event in the event of the occurrence of a materialized cyber threat.

# Assurance Report

GRI 2-5

150



NARRATION



WEBSITE ON CONTRAST SCREEN



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## Limited Assurance Report from Independent Auditors

(A free translation of the original report in Portuguese, containing the Assurance Report)

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

### Introduction

We have been engaged by CCR S.A. ("CCR" or "Company") to perform limited assurance procedures on the sustainability information disclosed in the "2023 Integrated Annual Report" ("Report") accompanying this report, for the year ended December 31, 2023.

Our limited assurance does not extend to information from previous periods or any other information disclosed in conjunction with the Integrated Annual Report, including any images, audio files, or embedded videos.

### Responsibilities of CCR Management

The management of CCR is responsible for:

- Selecting and establishing appropriate criteria for the preparation of the information contained in the Integrated Annual Report;
- Preparing the information in accordance with the Global Reporting Initiative (GRI - Standards) criteria and guidelines, with the Sustainability Accounting Standards Board (SASB) Sustainability Accounting Standard - Engineering & Construction Services, Professional & Commercial Services, and Road Transportation, and with CPC 09 guidance - Integrated Annual Report, correlated with the basic conceptual framework of the Integrated Annual Report, elaborated by the International Integrated Reporting Council (IIRC);
- Designing, implementing, and maintaining internal controls over the relevant information for the preparation of the information contained in the 2023 Integrated Annual Report, which is free of material misstatement, whether due to fraud or error.

### Responsibilities of Independent Auditors

Our responsibility is to express a conclusion on the non-financial information contained in the 2023 Integrated Annual Report, based on the limited assurance procedures performed in accordance with Technical Communication CTO 07/2022 issued by the CFC, and based on NBC TO 3000 - Assurance Engagements other than Audits or Reviews of Historical Financial Information, also issued by the CFC, which is equivalent to the International Standard on Assurance Engagements 3000 (ISAE 3000) issued by the International Auditing and Assurance Standards Board (IAASB). These standards require the auditor to comply with ethical requirements, independence, and other related responsibilities, including the

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application of Brazilian Quality Control Standards (NBC PA 01) and, therefore, the maintenance of a comprehensive quality control system, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

Additionally, these standards require that work be planned and performed to obtain limited assurance that the non-financial information contained in the 2023 Integrated Annual Report, taken as a whole, is free of material misstatement.

A limited assurance engagement conducted in accordance with NBC TO 3000 (ISAE 3000) consists mainly of inquiries of CCR management and other CCR professionals involved in the preparation of the information, as well as the application of analytical procedures to obtain evidence that allows us to conclude, in the form of limited assurance, on the information taken as a whole. A limited assurance engagement also requires the performance of additional procedures when the independent auditor becomes aware of matters that lead them to believe that the information disclosed in the 2023 Integrated Annual Report, taken as a whole, may be materially misstated.

The procedures selected were based on our understanding of the aspects related to the compilation, materiality, and presentation of the information contained in the 2023 Integrated Annual Report, other work circumstances, and our consideration of areas and processes associated with the material information disclosed in the 2023 Integrated Annual Report, where material misstatements could exist. The procedures included, among others:

- Planning the work, considering the materiality of the aspects for CCR's activities, the relevance of the information disclosed, the volume of quantitative and qualitative information, and the operational and internal control systems that served as the basis for the preparation of the information contained in the 2023 Integrated Annual Report.
- Understanding the methodology of calculations and procedures for compiling indicators through inquiries with managers responsible for preparing the information;
- Applying analytical procedures to quantitative information and inquiries about qualitative information and their correlation with the indicators disclosed in the information contained in the 2023 Integrated Annual Report; and
- For cases where non-financial data is correlated with financial indicators, comparing those indicators with the financial statements and/or accounting records.
- Analysis of the processes for preparing the report and its structure and content, based on the content and quality principles of the Global Reporting Initiative's standards for sustainability reporting - GRI, with the Sustainability Accounting Standards Board's Sustainability Accounting Standard - Engineering & Construction Services, Professional & Commercial Services, and Road Transportation, CPC 09 guidance - Integrated Annual Report (which correlates with the basic conceptual framework of the Integrated Annual Report, elaborated by the International Integrated Reporting Council - IIRC);
- Evaluation of the non-financial indicators sampled;
- Understanding the methodology of calculations and procedures for compiling indicators through interviews with managers responsible for preparing the information;

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h. Analysis of the reasonableness of justifications for omissions of performance indicators associated with aspects and topics identified as material in the company's materiality analysis.

The limited assurance procedures also included adherence to the guidelines and criteria of the GRI - Standards preparation framework applicable to the information contained in the 2023 Integrated Annual Report.

We believe that the information, evidence, and results obtained in our work are sufficient and appropriate to support our conclusion in a limited form.

### Scope and Limitations

The procedures applied in a limited assurance engagement are substantially less extensive than those applied in a reasonable assurance engagement. Consequently, they do not allow us to obtain assurance that we have become aware of all matters that would be identified in a reasonable assurance engagement, which aims to issue an opinion. If we had performed a reasonable assurance engagement, we may have identified other matters and possible misstatements that may exist in the information contained in the report.

Non-financial data is subject to more inherent limitations than financial data, given the nature and diversity of the methods used to determine, calculate, or estimate such data. Qualitative interpretations of the materiality, relevance, and accuracy of the data are subject to individual assumptions and judgments. Additionally, we did not perform any work on reported data for previous periods, to assess the adequacy of its policies, practices, and sustainability performance, or with regard to future projections.

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

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**Conclusion**  
Based on the procedures performed, described in this report and the evidence obtained, nothing has come to our attention that leads us to believe that the non-financial information contained in the 2023 Integrated Annual Report for the year ended December 31, 2023 of CCR, was not prepared, in all material respects, in accordance with the sustainability reporting standards of the Global Reporting Initiative - GRI, with the Sustainability Accounting Standard - Engineering & Construction Services, Professional & Commercial Services and Road Transportation of the Sustainability Accounting Standards Board (SASB) and with the guidance CPC 09 - Integrated Reporting (which is correlated with the basic conceptual framework of integrated reporting, developed by the International Integrated Reporting Council - IIRC).

São Paulo, April 09<sup>th</sup>, 2024

KPMG Auditores Independentes Ltda.  
CRC 25F-01-4428/O-5

Original report in Portuguese signed by

Flávio Gozzoli Gonçalves

Accountant CRC 1SP290557/O-2

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# Credits

## GENERAL COORDINATION

**Sustainability Team  
Communications Team**

## WRITING AND EDITING INDICATORS CONSULTANCY

**Gestão Origami**

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**fmcom**

## TRANSLATED BY

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**Luciano Advancement**

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**Ricardo Beppler**

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**Ulisses Dumas**



**CCR**