

Integrated Report 2024



25
ANOS

Mover o Brasil é para gigantes



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Message from the management

Message from the CA-CCR

GRI 2-22

In 2024, we celebrated 25 years of CCR Group history, and we marked this special date with the consolidation of a new strategy, which laid the foundations for building a more solid and sustainable future for the company, creating value for its customers, shareholders, employees and society in general.

As a key part of this movement, we have the creation of the Highways, Urban Mobility and Airports platforms, which now act autonomously to execute business strategies that maximize value generation and results. In this new configuration, the CCR holding company has acquired a more strategic role in portfolio management, in addition to establishing the policies and actions of the corporate areas and implementing the centers of excellence to make the organization simpler, more efficient, digital and customer-centric.

At the Board of Directors, we are convinced that this evolution of CCR Group has been key for the company to remain relevant in an increasingly competitive sector, with the entry of new national and international players, and in the face of a complex macroeconomic scenario. We have supported

the Executive Board in implementing the 26 fronts of the “Value Acceleration Plan” (VAP) so that we have the muscles to face this challenging business environment, improve our services and be prepared to capture new market opportunities.

In this context, the victories in the Sorocabana route (SP) and Lot 3 (PR) road concession auctions prove that this new organizational structure is an enabler for future achievements.

The resumption of the growth agenda also materialized in the change in investment levels. In 2024, the CCR Group invested R\$7.34 billion in its three operating platforms, a record amount in the company’s history. On this front, we have also already captured the benefits of the new strategy and organizational structure, with meticulous control of Capex in order to deliver projects on time and within budget.

In this journey of evolution of our business strategy, we understand that our people play a central role in achieving our long-term goals. That is why, together with the Executive Board, we revisi-

ted our organizational culture, a move embodied in our values of Integrity, Integration and Impact. This review reinforced our unwavering commitment to the health and safety of our employees and customers, highlighting that a zero-accident culture is a priority issue throughout the CCR Group.

This commitment was evident in the actions of our teams during the climate tragedy in Rio Grande do Sul in April 2024. In our sustainability agenda, we have a series of public commitments to mitigate the impacts of our operations, but in this episode, we brought back what is the essence of the CCR Group: taking care of our infrastructure so that it is available when needed and ensuring the safety of our customers and our employees. With the dedication, effort and determination of our teams, we were able to quickly clear our highways in the South for emergency vehicle traffic, so that humanitarian aid could reach those who needed it most.

In addition to reinforcing the culture of safety, this sad episode in the south of the country demonstrated the importance of having a climate resilience strategy to preserve lives and ensure the

continuity of our operations, for the benefit of our customers. This was one of the central themes of our sustainability agenda throughout 2024, and the CCR Group is today a pioneer on this front in the mobility infrastructure sector in Brazil, looking not only at how climate risks affect the operation of assets, but also how they influence our growth plans and future investments.

In corporate governance, the CCR Group continues to reinforce the quality and robustness of its decision-making processes. In a company of this size, with such different businesses, a wide range of shareholders and four controlling partners, we have processes that value the work of the governance forums. This leads to decisions that are always in the best interests of the company.

Despite all the challenges, the CCR Group delivered excellent financial results to the market in 2024, ending the year with a robust balance sheet and leverage under control. The company showed great capacity for execution, with a focus on cost management, Capex assertiveness and operational

improvements. Our portfolio of concessions showed strength and resilience, with record handling on all platforms. We proved our ability to continue innovating and growing.

We enter 2025 with the conviction that we are prepared to embrace even greater challenges, raising the standard of excellence in service provision and operational efficiency. This encourages us to implement the projects for the new highways in São Paulo and Paraná and to move forward in capturing opportunities from the extensive pipeline of projects in the mobility infrastructure sector this year and in the coming years. With a consolidated reputation, healthy governance, a focus on people, a culture based on the pillars of integrity, integration and impact, and sustainability incorporated into our business model, we are ready to build an even more solid trajectory. We would like to thank our 17,000 employees for their commitment and dedication, which helped CCR Group deliver its commitments and results last year.

We invite all our stakeholders to read this annual report to learn about the strategies and actions that have enabled CCR Group to fulfill its vision of leading the mobility infrastructure sector with a focus on creating sustainable value.

João H. Schmidt

Chairman of the Board of Directors of CCR Group

Message from the CEO

GRI 2-22

After reviewing its strategy, culture and organizational model, in 2024 CCR Group moved forward with the implementation of its “Value Acceleration Plan (VAP)”, which now has 26 work fronts to establish the foundations of a simpler, more efficient, agile, competitive, integrated, collaborative, sustainable and digital company, putting into practice, in each process and project, our vision of leading the mobility sector with a focus on creating sustainable value.

As a result of this work, last year we announced CCR 2035 Ambition, the Group’s strategic plan for the next 10 years, which is based on four pillars: profitable and selective growth, a focus on value creation, a robust balance sheet and leadership in sustainability. We have evolved the way we operate our assets, incorporating innovation and sustainability as levers to offer a service of excellence to our more than 100 million customers throughout Brazil, in line with the demands of the contemporary world.

Throughout 2024, the company’s main achievements have demonstrated the assertiveness of this approach, with the continued expansion of demand in our modes, and record handling on our three platforms recorded every quarter.

From the perspective of value generation, we were assertive in the execution of our Capex and delivered the largest investment in CCR Group’s 25-year history, R\$7.44 billion, in our highways, airports and urban mobility assets, which positions us as the largest mobility infrastructure investor in Brazil last year. The funds were earmarked for structuring projects to improve mobility and logistics in the country. We began the duplication of the Serra das Araras (RJ) and delivered the works to increase traffic capacity in Guarulhos (SP), both on the Presidente Dutra highway. We invested in improving the quality of service on Lines 8-Diamante and 9-Esmeralda in São Paulo, with the highlight being the arrival of the 36th new train. We also completed the modernization of 10 airports in the South, Midwest and Northeast. These deliveries demonstrate our role as a lever for national development, generating jobs and income and fulfilling our purpose of improving people’s lives through mobility.

Also from a value creation perspective, we have been active in our liability management strategy to capture market opportunities, lengthening the average term of our debt and reducing its cost. In the last two years, we have limited our exposure to the CDI and increased the portion indexed to the IPCA,



mitigating the volatility of our portfolio and making our debt more compatible with the profile of our concession contracts, which are adjusted for inflation. In 2024 alone, these moves generated a net present value (NPV) of around R\$ 235 million for the CCR Group.

In this dimension, it is worth highlighting the pioneering financing of CCRioSP works, responsible for the largest investment in the history of road concessions in the country—R\$15.5 billion, on the Presidente Dutra and Rio-Santos highways, between Ubatuba (SP) and the capital of Rio de Janeiro. In partnership with the National Bank for Economic and Social Development (BNDES), the concessionaire carried out the largest issue of incentivized debentures in the history of the Brazilian market, raising R\$9.41 billion.

In 2024, we demonstrated our leading role in the sector in terms of sustainability. We managed to achieve the use of clean electricity in 100% of our assets a year before the announced deadline and became partners in a wind farm complex which, alone, will ensure 60% of our annual energy consumption and a saving of 20% on this expense. We were the first company in the sector to commit to becoming carbon neutral in scopes 1 and 2 by 2035. We made the first purchase of carbon credits, from a reserve in the Atlantic Forest, to be recorded on B3's registration platform. We were pioneers in launching our climate resilience strategy to protect 100% of our assets. And

finally, we led the creation of a Transport coalition to accelerate the decarbonization of the sector.

In 2025, the sustainability agenda gains even more prominence in CCR Group's operating strategy with the Conference of the Parties on Climate Change (COP-30) in Belém (PA), a great opportunity for Brazil to consolidate itself as a global ecological superpower. Through the CCR COP30 Taskforce, we will strengthen our initiatives aimed at preserving biodiversity, the transition to a low-carbon economy and the engagement of our partners.

In line with our purpose of "Improving people's lives through mobility", in the year in which we celebrated the 10th anniversary of the CCR Institute, we invested a record R\$70 million in social impact projects. In order to democratize access to culture and thus promote social mobility, we consolidated our position as one of the main supporters of museums and literary festivals in Brazil and launched three new free exhibitions as part of the Centenaries Project, paying homage to Tarsila do Amaral, Cândido Portinari and Heitor Villa-Lobos at our stations on Line 4 - Yellow. We made it possible to create a new space for shows and events in the city of São Paulo, the CCR Arts Station, which will crown the restoration of the historic Julio Prestes station, also carried out by the CCR Group. Through the Caminhos para a Saúde (Paths to Health) program, we provided more

than 70,000 consultations and impacted more than 6,000 teachers with Caminhos para a Cidadania (Paths to Citizenship).

We made progress on the Diversity & Inclusion agenda, reaching 36.4% of women in management positions, compared to 34% in 2023. In senior management, this rate stood at 45%, compared to 23% the previous year. We know we can go further and, to that end, we launched a new governance for the issue, with the Pertencer - Inclusão e Respeito para Ser (Belonging - Inclusion and Respect for Being) program, defining roles and responsibilities and creating affinity groups to build action plans and increase the representation of these stakeholders in the company. Our efforts have already been recognized: we debuted in the Great Place To Work® (GPTW) Women ranking among the 25 best companies for women to work for in the country and we were ranked among the 10 best companies to work for in the GPTW Brazil Giants category.

The last few weeks of 2024 showed the market that our strategy of profitable and selective growth is a non-negotiable condition in our value creation agenda. In two fierce disputes, we were victorious in the auctions for Rota Sorocabana, in São Paulo, and Lot 3, in Paraná. These projects—which add almost 900 kilometers of roads to our portfolio and R\$19 billion to our investment commitments—reinforce

our leadership in the highway sector and send a clear message about our rigorous capital discipline, competitiveness and superior skills.

The strategic and consistent execution of strategic commitments has resulted in solid financial results. In 2024, we posted an adjusted EBITDA of R\$8.9 billion, an increase of 7.1% compared to 2023, and an adjusted net profit of R\$1.78 billion, an increase of 26% over the same period. We ended the year with a leverage of 3.2x, within our self-imposed limit of 2.5x to 3.5x.

Recognition

Our good results also translated into a series of recognitions. On the Airports platform, we were awarded by the National Civil Aviation Secretariat in the categories of Best Airport in Brazil (BH Airport) and Most Punctual Airport in Brazil (Goiânia Airport); 1st and 2nd place in Anac's survey of the best airports granted (BH Airport and Curitiba Airport); Most Sustainable Airport in Brazil, according to Aanc (BH Airport); and the only Carbon Neutral Airport in the country (BH Airport).

In Highways, the survey by the National Transportation Confederation (CNT) showed that four of

the 10 stretches of highway with the entity's best rating are operated by CCR. The survey assessed points such as infrastructure quality, road safety and customer service. We were also recognized in the ANTT Highlights Award, in the Energy Efficiency (CCR Rio-SP) and Integrity (CCR ViaSul) categories.

In Urban Mobility, ViaQuatro was elected the best company in the "Passenger Rail Transportation" category in the 37th edition of the Maiores & Melhores do Transporte Awards.

That is why, in its 25th anniversary year, the CCR Group launched a wide-ranging campaign with the motto "Moving Brazil is for Giants" to pay tribute to its more than 17,000 employees, as well as all those who have worked for the company. By moving the country through our highways, airports, trains and subways, they promote economic and social development and impact the lives of every Brazilian who uses our modes.

We start 2025 with renewed spirit and new ambitions. To continue delivering superior results and being relevant in the market, we will devote even more energy to innovation. One of the developments of this movement is the launch of the Group's Generative AI Journey, with several use cases already mapped out.

Undoubtedly, everything we have achieved in the last year reflects the commitment, professionalism and dedication of our employees and the trust of our investors, customers and other stakeholders, whom we thank for supporting us on this journey. They are the giants who will continue to help us move Brazil forward in 2025 and maintain CCR's leadership as the largest and best mobility infrastructure company in the country.

Miguel Setas

CEO at the CCR Group

About the report

GRI 2-1, 2-2, 2-3, 2-5, 2-14

Every year, the CCR S.A. publishes its Integrated Report in accordance with the guidelines of the GRI Standard 2021 and CVM Resolution No. 014, also presenting indicators from the Sustainable Accounting Standard Board (SASB). The financial data contained in this report complies with the standards established by the Brazilian Securities and Exchange Commission (CVM).

This document is a transparency mechanism through which the company presents the impacts of its operations on the environment, the economy and society, including human rights, with information for the period between January 1 and December 31, 2024.

This report was discussed and participated in by the Executive Board and the People and ESG Committee, and was approved by the CCR Group's Board of Directors and published on April 15, 2025.

The indicators have undergone limited independent third-party assurance, and the content includes the units over which CCR Group¹ has corporate control, with any exceptions mentioned throughout the text. Based on the Integrated Reporting guidelines, no data or information has been omitted.

For questions and further information about this report, please contact us by e-mail: contato.sustentabilidade@grupoccr.com.br.



¹ CCR, AutoBAN, ViaOeste, RodoAneel Oeste, SPVias, MSVia, ViaSul, ViaCosteira, RioSP, ViaLagos, ViaQuatro, VLT Carioca, Metrô Bahia, ViaMOBILITY Linhas 5 e 17, ViaMOBILITY Linhas 8 e 9, BH Airport, BlocoSul, BlocoCentral, Pampulha, Barcas, MTH, CCR España Emprendimientos, CCR España Concesiones, Aeropuertos, LamVias, PRN Concessões, ND Concessões, RDN Concessões, Four Trilhos, CPC, SAMM*, SPCP, Inovap5, Icaros, Quiport Holdings, Aeris Holding Costa Rica S.A., Terminal, CCRCostaRica, CCR Costa Rica Concesiones y Participaciones, Desarrollos, IBSA Finance, IBSA, Green Airports Inc., CCR USA*, SJO Holding LTD, CAP, CARE, CAI, CPA, ATP, SPAC, SIP, Five Trilhos, RS Holding, MetrôLinha15, OnTrilhos. | CCR USA (in liquidation) | *On May 28, 2024, the sale of CCR's entire equity interest in Samm was completed.

MOVING BRAZIL IS FOR GIANTS

Highlights 2024

Related SDGs:

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE




11 SUSTAINABLE CITIES AND COMMUNITIES



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



NARRATION



CONTRAST



Financial* and operating results

GRI 201-1

+10,3%

R\$15.4

billion

 Adjusted net revenue

+7,1%

R\$8.9

billion

 Adjusted EBITDA

+26%

R\$1.8

billion

 Adjusted net profit

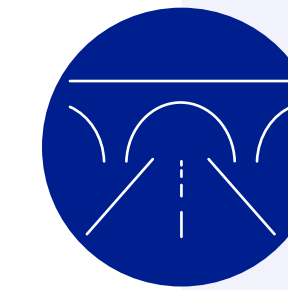
*Financial data considered Proforma.

- Opex Cash/Adjusted Net Income of **41.2%** (LTM)
- Capex: **7.3** billion
- Leverage: **3.2x**
- The disbursement of AutoBAN's 15th debenture issue of **R\$ 2 billion**, for liability management, at CDI + 0.44% was concluded
- Gain of **R\$ 235 million** from liability management operations in 2024
- CCR RioSP carried out the largest incentivized debenture operation in history and raised **R\$ 10.75 billion** from BNDES for highway works



MOBILITY

Management of trains, VLT subways and ferries, transporting **750 million** passengers annually.



HIGHWAYS

Average traffic of **3.4 million** equivalent vehicles** daily.

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



AIRPORTS

Approximately **45 million***** passengers/year at our **20** airports.

*** Embarkations, disembarkations and connections.

Sustainability highlights

GRI 2-23



AA in MSCI Rating



CDP Climate Change Score **A-**

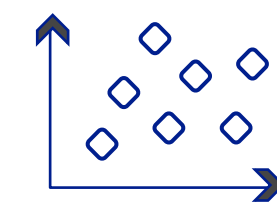


GHG Protocol Gold Seal,
for the 11th year running.

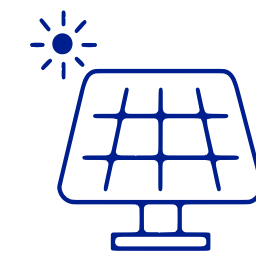
ISE B3

Integration of the **ISE 2023/2024**
(Corporate Sustainability Index) and
ICO2 2024/2025 (Carbon Efficient Index)
portfolios, both from B3.

Inclusion of CCR in Sustainalytics list of **top-rated**
companies: **2025 ESG Top-Rated**.



Double materiality matrix and improvement of the governance process for sustainability commitments



One year ahead of CCR Group's target of **supplying 100% of its operations with renewable energy**



In 2024, on completing 10 years of operation, the CCR Institute has already invested around **R\$ 300 million, supported 730 projects** in mobility and sustainability, culture and education, and health and safety, impacting more than 18 million people in 555 cities across Brazil.

Recognition

GRI 2-23, 2-24

CCR Group



For the first time, the company made the list of the 175 Best Companies to Work For in Brazil, reaching ninth place in the “Giants” category of the 2024 Great Place To Work® Brazil (GPTW), which considers organizations with more than 10,000 employees. It also made GPTW’s select list of the 25 best Brazilian companies for women to work for.



CCR Group is among the 100 most influential companies in Brazil, a recognition awarded by VEJA Negócios magazine, in partnership with Lide – Grupo de Líderes Empresariais.



For the third time, the CCR Group won Exame magazine’s Best of ESG Award in the Transportation and Logistics category for its efforts to lead the sustainability agenda in the mobility infrastructure sector.



In 2024, the **CCR Group issued green debentures** (4th Issue of Lines 8/9) and a transitional debenture issue (1st series of the 2nd issue of RioSP), breakthroughs that are integrated with the principles of the International Capital Market Association (ICMA) and which had an independent opinion, with due recognition by the market.

The **ABNT NBR ISO 37301 – Compliance Management System and ISO 37001 – Anti-Bribery Management System** certifications were maintained for all CCR Group assets in Brazil, with the exception of the units with partners Renovias and BH Airport, which have their own integrity programs.

Highways Platform

- **Yellow May 2024 Highlights Award**, organized by the National Road Safety Observatory (ONSV), in the “Private Initiative” category, for its more than 220 traffic safety actions in the month, impacting more than 150,000 people in five states.
- CCR ViaSul and CCR RioSP received the **ANTT** (National Land Transportation Agency) 2024 **Highlights Award** in two different categories: ViaSul in the “Integrity” category (ISO 37001 Certification - Anti-Bribery Management System) and RioSP in the “Energy Efficiency” category, for the project to reduce the consumption of virgin materials and CO2 emissions in the recycling of asphalt mixtures.
- CCR RioSP was one of the winners of **the 2024 Transport Top of Mind Award**, an initiative of the TranspoData publishing house that recognizes the most nationally remembered brands in the transport segment, in recognition of the efficient management of Via Dutra and the stretch of Rio-Santos between Ubatuba (SP) and Rio de Janeiro.

Airport Platform



- **Green Airport Recognition Seal** - In 2024, airports managed by CCR Group, including BH Airport, were recognized with the Green Airport Recognition Seal 2024, awarded by the Airports Council International – Latin America & Caribbean (ACI-LAC) for their sustainable practices during construction, in line with circular economy principles. The project reused around 576 tons of metallic materials and 24,200 tons of runway waste, focusing on the revitalization of essential equipment for airport operations.

Other recognitions at airports:

- CCR AIRPORTS was a finalist in the **P3 Awards** for the best operational integration project for the AIRPORTS Platform;
- Goiânia Airport was voted the most punctual in Brazil in the category of up to 5 million passengers by the **Aviation + Brazil 2024 Award**;
- Imperatriz airport was named the best regional airport in the Northeast for the second year running in the **Aviation + Brazil Awards**;
- Foz do Iguaçu International Airport was highlighted by the **Experience Awards** as one of the airports with the best NPS in the sector;
- Curitiba and Foz do Iguaçu airports received the **Experience Awards 2024 (Customer Experience Certification)**;
- Hugo Werneck Award for Environment and Sustainability 2023 recognizing BH Airport as Brazil’s first carbon-neutral airport;
- BH Airport was an ESG highlight in the “**O Equilibrista**” award from the Brazilian Institute of Finance Executives (Ibef-MG), for its project that replaces the use of fossil fuels with energy from renewable sources during ground support activities for aircraft; the Green Airport seal and certification in the Experience Awards MOBILITY.

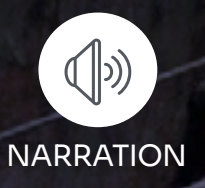
Mobility Platform

- ViaQuatro received the **Best Passenger Rail Operator Award** from the Maiores do Transporte and Melhores do Transporte.
- CCR Metrô Bahia was awarded the **Seal of Ethnic-Racial Diversity** by the Salvador Municipal Department of Reparations (Semur), an initiative that aims to publicly recognize actions to promote racial equity in the people management and marketing policies of public, private and civil society organizations in the city of Salvador.
- Lines 8 and 9 were finalists in the **HR First Development Station Award**.

MOVING
BRAZIL
IS FOR
GIANTS

What makes us Giants

Related SDGs:



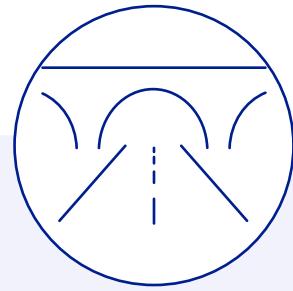
NARRATION



CONTRAST



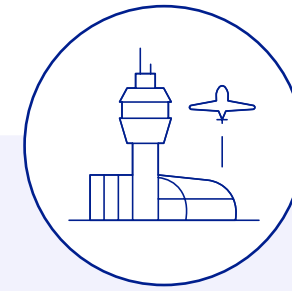
The CCR Group has been a benchmark in mobility infrastructure in Brazil, leading the sector with excellence in service provision and improving people's lives in the highway, urban mobility and airport concession segments for 25 years. It is present in 230 cities in 13 Brazilian states and today has more than 17,000 employees, responsible for managing 40 assets (concessions and services) in Brazil and in three Latin American countries: Curaçao, Costa Rica and Ecuador.



HIGHWAY PLATFORM

Responsible for 41% of all toll revenues on Brazilian highways, which demonstrates the strategic importance of the segment for the CCR Group. Its operations are spread across the South, Southeast and Midwest regions of the country, with a presence in 192 cities in five Brazilian states: São Paulo, Rio de Janeiro, Mato Grosso do Sul, Santa Catarina and Rio Grande do Sul. In total, there are 11 concessionaires that manage 3,600 kilometers of highways.

Its concessions serve various traffic profiles, such as passenger vehicles, motorcycles or heavy trucks (serving the agricultural or industrial sector), on short or long-distance, frequent or sporadic journeys. Around 3.4 million equivalent vehicles circulated daily on these highways in 2024.

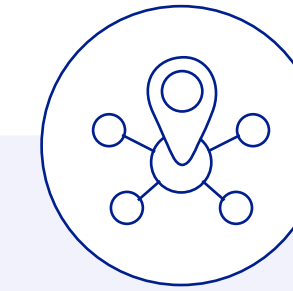


AIRPORT PLATFORM

CCR Group has been operating in the airport market since 2012, when it acquired a stake in three international airports: Curaçao International Airport, in Curaçao; San Jose International Airport, in Costa Rica; and Quito Airport, in Ecuador.

Since then, its operations have expanded nationwide, taking on the concessions for Tancredo Neves International Airport (BH Airport), the South and Central Blocks of airports and Pampulha Airport in Belo Horizonte, covering a total of 17 airports in Brazil.

In 2024, more than 45 million passengers traveled through its 20 airports with more than 200 regular routes. In Brazil alone, more than 31 million passengers were handled in 2024.



URBAN MOBILITY PLATFORM

The CCR Group is the largest private sector rail operator in Latin America and the seventh largest in the world. It transported 750 million passengers annually in 2024, on a network that includes 130 train stations, subways, light rail vehicles (LRVs) and ferries, covering 189 kilometers in São Paulo, Rio de Janeiro and Salvador.

In the São Paulo metropolitan region, it manages ViaQuatro Line 4-Yellow and ViaMOBILITY Line 5-Lilac, Line 17-Gold (monorail under construction by the São Paulo State Government), all subway lines, lines 8-Diamante and 9-Esmeralda and trains.

In Salvador, Bahia, the company manages metro lines 1 and 2. And in the city of Rio de Janeiro, lines 1, 2 and 3 of the VLT, as well as a fourth line from 2024, with the inauguration of the Gentileza Intermodal Terminal (TIG).

Timeline



- **1999** – CCR is founded to manage federal and state highways.
- **2000** – Registration as a publicly traded company by the CVM.
- **2002** – The company’s IPO marked the opening of the Novo Mercado, the most demanding segment of the Brazilian capital market.
- **2003** – Creation of the CSC - Shared Services Center.
- **2004** – Second public distribution of shares, as well as acquisition of ViaOeste’s entire shareholding.
- **2006** – Leadership of the winning consortium of the country’s first Public-Private Partnership (“PPP”), for the operation and maintenance of Line 4-Yellow of the São Paulo Metro, managed by ViaQuatro.
- **2007** – Inauguration of the CCR Infrastructure and Logistics Center, in partnership with the Dom Cabral Foundation.
- **2008** – Acquisition of 40% of the share capital of the Renovias concessionaire and winning the tender for the concession of the western stretch of the Mário Covas Ring Road.
- **2010** – 100% stake in the share capital of SPVias and start of operation of the 4-yellow subway line.
- **2011** – The company rejoins BM&F Bovespa’s Corporate Sustainability Index, the ISE. More stations on Line 4-Yellow of the Metro are inaugurated.
- **2012** – Acquisition of 80% of the share capital of Barcas S.A., integration of the controlling stake in the ViaRio concessionaire and entry into the airport segment with the acquisition of the Quito, San Jose and Curaçao airports.
- **2013** – Winning the tender for the Carioca tramway, the concession auction for the Salvador and Lauro de Freitas metro system in Bahia, and the auction for the BR-163 stretch in the south of Mato Grosso.
- **2014** – Start of the administration of Confins (by the BH AirPort consortium) and the assisted operation of Line 1 of the Salvador Metro, during the FIFA World Cup, as well as the creation of the CCR Institute.
- **2015** – Acquisition of 70% of Total Airport Services (TAS).
- **2016** – Sale of 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.
- **2018** – Award of lines 5-Lilac and 17-Gold (monorail) of the São Paulo Metro, and the concession of the Southern Integration Highway.
- **2019** – Increased shareholding in VLT Carioca to 95% of the company’s capital.
- **2020** – Winning the tender to operate the infrastructure and provide the public service for the stretch of the BR-101/SC highway, forming ViaCosteira.
- **2021** – Winning the concession for lines 8-Diamante and 9-Esmeralda of São Paulo’s metropolitan trains and nine airports in the South Block and six in the Central Block of the Federal Government’s sixth round of concessions, as well as the concession for Carlos Drummond de Andrade Airport (Pampulha) in Belo Horizonte, Minas Gerais.

2022 – AutoBAn, SPVias and ViaOeste entered into a definitive agreement with the State of São Paulo and Artesp, by signing an Amendment to end the legal actions for annulment of the term extension amendments signed in 2006, recognition of events of economic and financial imbalance in favor of the granting authority and the concessionaires and extension of the term of AutoBAn’s Concession Agreement until 12/31/2037.

Adjustment of the new structure to take into account the three businesses: Highways Platform, Urban Mobility Platform and Airports Platform. Start of operations of lines 8-Diamante and 9-Esmeralda of the São Paulo metropolitan trains and of the nine airports in the South Block, six in the Central Block and Pampulha Airport. Include in that year 2022.

Transfer of all CCR shares held by Andrade Gutierrez Participações S.A. to Itaúsa S.A. and Votorantim S.A.

2023 – Increase in shareholding in VLT Carioca to 95.1737% of the company’s capital. CCR Group becomes the first company in Brazil’s infrastructure sector to have its decarbonization targets approved by the Science Based Target initiative (SBTi).



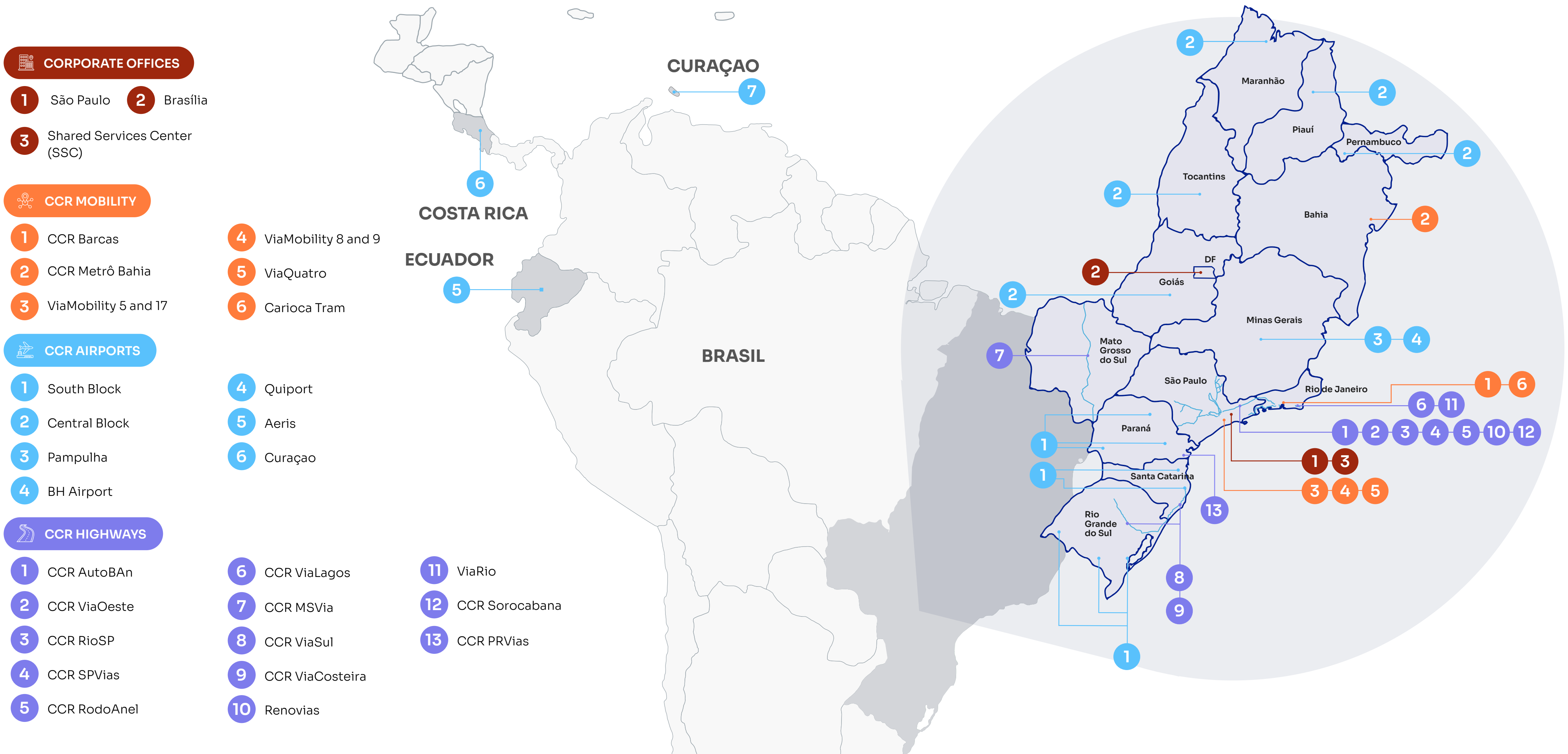
2024 – CCR celebrates 25 years of improving lives through mobility.

- Launch of CCR 2035 Ambition, consolidating its strategic vision for the next decade.
- Victory in the auctions for Rota Sorocabana, in the interior of the state of São Paulo, and Lot 3 of the Integrated Highways of Paraná.
- Sale of Samm – Sociedade de Atividade Multimídia as part of the capital recycling strategy.
- Renegotiation of the MSVia concession, the bidding process for which will take place in the first half of 2025.
- Signing of the agreement extending Renovias’ concession until April 13, 2026.
- Inauguration of the Gentileza Intermodal Terminal (TIG), a great achievement for the city of RJ.

- The first mobility infrastructure company to have a climate resilience strategy for 100% of its assets.
- Announcement of the investment of R\$ 750 million in socio-cultural projects, through the CCR Institute, until 2035.
- Carrying out the first carbon credit purchase operation in Brazil, which will be registered on B3 and, in partnership with Neoenergia, becoming a partner in wind farms in Piauí.
- The CCR Institute celebrates its 10th anniversary

Geographical distribution

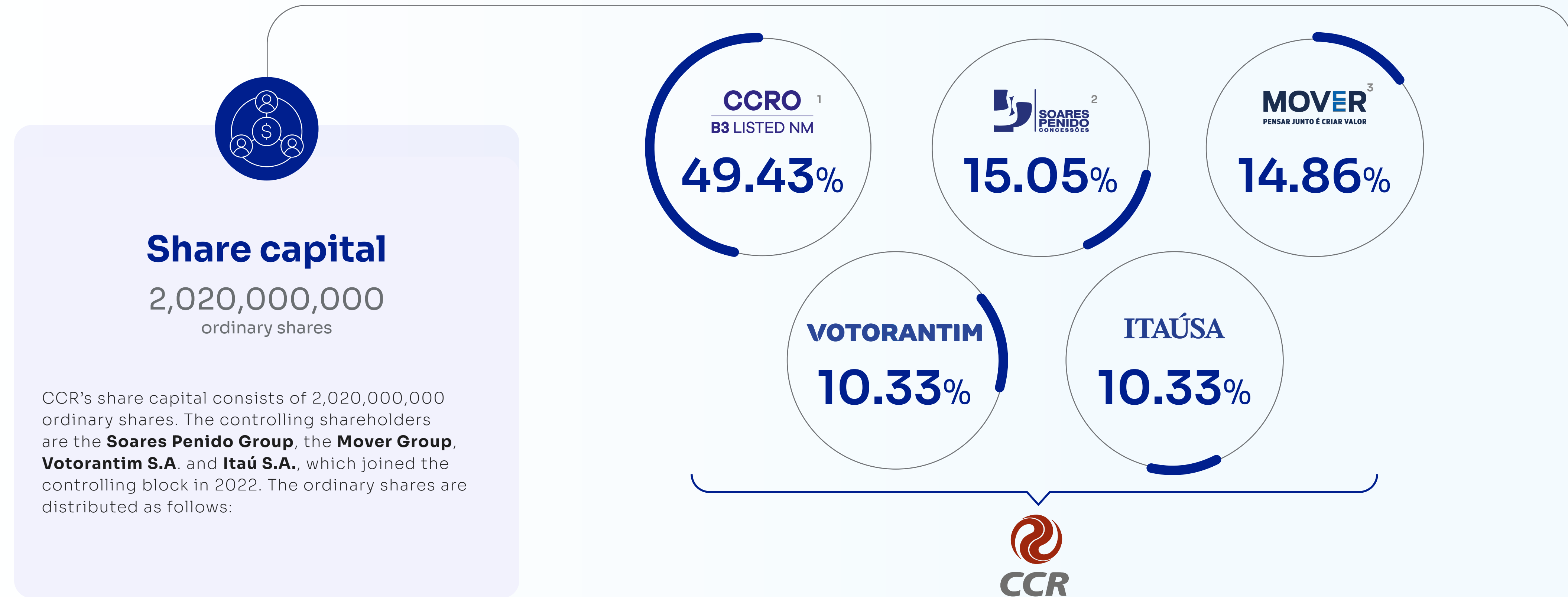
GRI 2-1



Corporate structure and shareholder composition



GRI 2-1



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

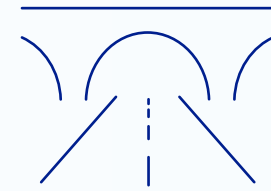
2. Includes shares held by Soares Penido Obras, Construções e Investimentos S.A. and Opper Investimentos S.A. (current name of Soares Penido Concessões S.A.), companies belonging to the Soares Penido Group.

3. (a) position held by BlackRock, which manages 100,510,504 of the company's shares, representing approximately 4.975% of CCR's total common shares, since November 4, 2008. 2024. (b) Position held by Capital International Investors, which manages 104,406,605 of the company's shares, representing approximately 5.169% of CCR's total common shares, since July 15, 2024.



Concessions managed by CCR

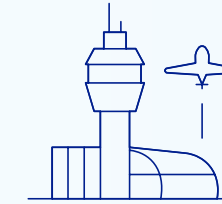
39 assets



CCR HIGHWAYS

COMPANY	%
CCR AutoBAn	
CCR MSVia	
CCR RioSP	
CCR SPVias	
CCR ViaCosteira	100%
CCR ViaLagos	
CCR ViaOeste	
CCR ViaSul	
CCR Sorocabana*	
CCR PRVias*	
CCR RodoAnel	99.59%
ViaRio	66.66%
Renovias	40%

*These assets will form part of the portfolio once the contract is signed in 2025.



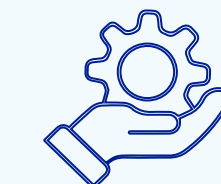
CCR AIRPORTS

COMPANY	%
South Block*	
Central Block*	100%
Pampulha	
Aeris	97.1%
Curaçao Airport Partners	79.8%
Quiport	46.5%
BH Airport	38.3%
(*) South and Central Blocks made up of 15 airports	79.8%



CCR MOBILITY

COMPANY	%
CCR Barcas	100%
CCR Metrô Bahia	
VLT Carioca	95.17%
ViaMobility Lines 5 and 17	83.34%
ViaMobility Lines 8 and 9	80%
ViaQuatro	75%



SERVICES

COMPANY	%
CCR CSC Shared Services Center	100%

Cultural transformation

INTELLECTUAL CAPITAL

CCR Group's vision is to lead the mobility sector with a focus on creating sustainable value, making its operation perennial over time and connected to environmental, social, economic, governance and human rights aspects and concerns.

The company's teams and leadership recognize the institutional evolution of these themes, which are increasingly present in the strategy, actions and projects. This results in a transversal and integrated thinking model throughout the organization and, consequently, in environmentally and socially responsible business decisions.

The company is constantly working to improve people's lives through mobility, mitigating negative impacts and increasing positive ones for its stakeholders: customers, employees, suppliers, shareholders and other interested parties. It understands that a company's growth in efficiency goes hand in hand with a structured culture with clear objectives, understood and embraced by the whole team.

Today, the culture is supported by practical initiatives. For example, the material topics defined in recent cycles are directly connected to the organization's strategic pillars, as is its risk matrix. This whole process was marked by dialogues, interviews, surveys and workshops, with broad participation from all the executive directors, members of the Board of Directors, members of the People and ESG Committee and employees.

This perspective allowed the teams to focus even more on fronts such as training, study, process simplification and collaboration.

Based on an annual evaluation carried out with employees, it has been possible to see the progress made on these principles, including a more critical look by employees, which is reflected in increased responsibility and greater care in the action plans developed by the company, especially aimed at preparing leaders.



CCR Culture

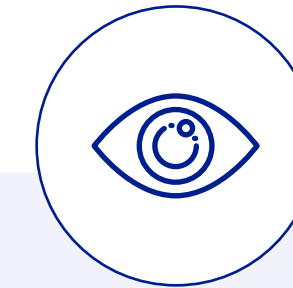
#CulturaCCR / É ASSIM QUE A GENTE MELHORA A VIDA DAS PESSOAS

In 2024, the company was able to take new steps in CCR Culture. It is organized into three pillars (integrity, integration and impact) and 12 principles (four for each pillar), which were evaluated in the last cycle and guide the search for excellence in the provision of services, in the relationship with environmental issues, health and well-being, transparent communication, diversity and inclusion, social responsibility and work fronts connected with compliance.



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:

- Security
- Ethics
- Unconditional respect
- Transparency

integration

...with a highly motivated team that acts INTEGRATED...

Principles:

- Collaboration
- Simplicity
- Excellence
- Initiative

impact

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

Principles:

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

Business model



The use of resources and the relationships built

Intellectual capital

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

Financial capital

- Capex R\$ 7.4 billion
- Leverage 3.2x

Human capital

- +17,000 direct employees
- 12 average training hours per employee
- Career development initiatives for women

Relationship capital

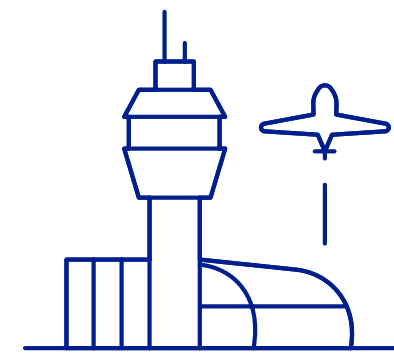
- Around 6,000 active suppliers
- +72.1 million in social investment (direct and incentivized)
- Interactions with regulatory bodies and governments

Natural capital

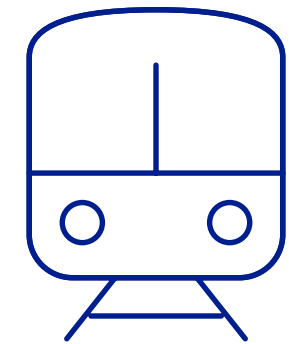
- Electricity
- Fossil fuels and renewables
- Natural resources

for our business

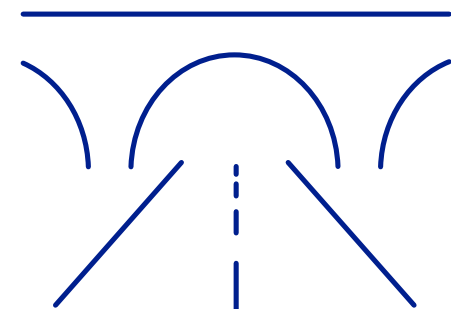
AIRPORTS



MOBILITY



HIGHWAYS



Result in impacts

Positive

- Consumption of 63,837 GJ of renewable energy
- Zero Scope Emissions 2 - Purchasing Choice)
- Recovery and restoration of 392.29 hectares of native vegetation
- 36.3% women in leadership and 47.9% non-white employees (multiracial)
- 18 million people impacted in 10 years of the CCR Institute
- 71,909 tons of waste not destined for final disposal/recovered
- 2,173 MWh of renewable energy through photovoltaic generation
- Emissions avoided through rail mobility
- 144 suppliers qualified in Hands On ESG & Integrity, a program developed in partnership with Fundação Dom Cabral

Negative

- Emissions of 61,029 tCO2e (Scope 1)
- Emissions of 371,400 tCO2e (Scope 3)
- Consumption of 685,205 GJ of non-renewables
- Generation of 360,387 tons of waste
- 59 accidents at work with serious consequences and one death among direct employees
- Suppression of 54.13 hectares of native vegetation

and generate value

- Management of trains, VLT subways and ferries, transporting **750 million** passengers annually
- On highways, the average traffic was **3.4 million** equivalent vehicles per day
- Around **45 million** passengers passed through our 20 airports

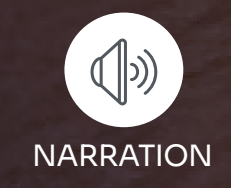
Distribution of added value (GRI 201-1):

- **R\$ 2.064 billion** in personnel and charges
- **R\$ 2.332 billion** in taxes, fees and contributions
- **R\$4.702 billion** in financial expenses and rents
- **R\$12.5 billion** in operating costs
- **R\$ 0.304 billion** in dividends and interest on own capital
- **R\$ 0.944 billion** in retained earnings

MOVING BRAZIL IS FOR GIANTS

2035 Ambition

Related SDGs:



2035 Ambition

FINANCIAL AND MANUFACTURED CAPITAL | GRI 2-6, 3-3 Socioeconomic Development, 3-3 Government Relations, 3-3 Climate Strategy; GRI 3-3 Operational Reliability and Customer Experience

The 2035 Ambition reinforces CCR's vision of leading the mobility sector in the country with a focus on creating sustainable value by acting on four levers, through which it intends to reinforce its leadership position in the Highways Platform; gain scale in the global comparison in Urban Mobility and participate in the consolidation movements in Airports, in addition to leveraging growth to create value in the so-called Adjacent Businesses. The first lever on which 2035 Ambition is based is **profitable and selective growth**, in which the CCR Group expects to record a compound annual growth rate of at least a high single digit in operating income (adjusted EBITDA) and a share of adjacent businesses - such as retail, car rentals, parking lots, real estate, advertising etc.—of more than 10% in the Group's total revenues.

On the **value generation lever**, the aim is to position the company in the first quartile of operational efficiency among 800 concession companies worldwide. As a result of this goal, the expectation is to reach the end of 2026 with the Cash Opex/Net Revenue ratio at 38%, and below 35% in 2035, percentages that will be achieved through the execution of more

than 100 cost optimization initiatives. In addition to this, two other goals are to achieve a Total Share Return (TSR) greater than the cost of capital and to pursue a dividend policy with a payout target of 50%.

The **robust balance sheet** forecasts target leverage of 2.5x to 3.5x and a potential for recycling capital of between R\$5 billion and R\$10 billion, through the sale of equity stakes in assets, divestment of selected assets and unlocking the value of platforms. The funds generated from these operations will help strengthen CCR Group's investment capacity. In addition, the targets include zero net indebtedness at the holding company and a commitment to high credit quality translated into an AAA rating at local level.

In **leveraging its leadership in sustainability**, the CCR Group has established five pillars with specific commitments that will guide its actions, in line with the goal of leading the sustainability agenda in the Brazilian infrastructure sector. The first of these is reducing climate risk and the environmental footprint, with the ambition of achieving carbon neutrality in scopes 1 and 2 by 2035, having 100% renewab-

le energy—a target to be achieved by the end of this year—and having climate resilience plans in place for all assets.

The second pillar of this lever is the sustainable management of the value chain, with 100% of suppliers adhering to CCR Group's sustainability and compliance policies. The third is the positive impact on society, with a commitment to invest R\$750 million in social and cultural projects by 2035. The fourth is valuing people, maintaining a 90% engagement level among its employees, increasing the representation of women and multiracial groups in the organization and in leadership positions. The fifth is a culture of integrity and safety, based on a zero-accident culture and international standards of governance.

Value Creation Levers



PROFITABLE AND SELECTIVE GROWTH

Minimum adjusted
EBITDA CAGR
High Single Digit

Revenue from Adjacent
Businesses
>10% of total revenue vs.
-6% today



GENERATING VALUE

Superior efficiency
1st quartile international
benchmark ratio Opex (CASH) /
RL <35%

TSR higher than
Cost of Capital

50% payout
target



ROBUST BALANCE SHEET

Target leverage
2.5x - 3.5x

Capital Recycling Potential
R\$ 5 billion - R\$ 10 billion

Zero net investment in the
holding company

AAA credit rating



LEADERSHIP IN SUSTAINABILITY

100%
renewable energy (2024)

Climate Resilience (100% of assets)

Carbon Neutrality with Positive NPV
(Scope 1 and 2)

No Net Loss

Suppliers 100% adherent to CCR
sustainability and compliance.

Investment of up to R\$ 750 million in
social projects

Engagement level above 90%

Gender and race representation in the
organization's leadership

Zero Serious Accidents

CCR Group

GRI 3-3 Socioeconomic Development

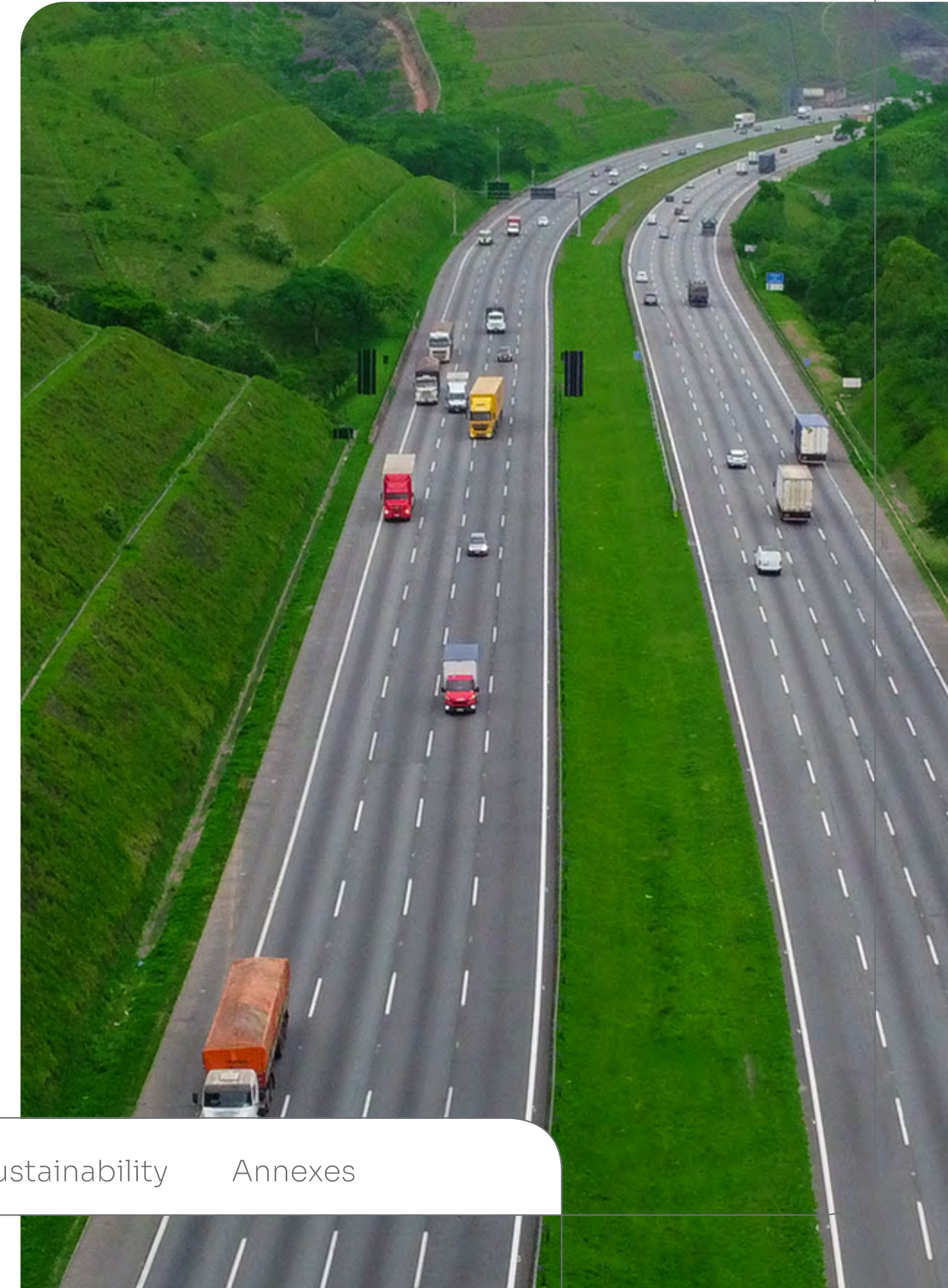
The year 2024 was marked by solid progress, robust operating and financial results, as well as significant achievements, even in the face of the challenges posed by the macroeconomic scenario. CCR Group presented Ambition CCR 2035 to the market, its strategic plan for the next 10 years, which is based on four pillars: profitable and selective growth, a focus on value creation, a robust balance sheet and leadership in sustainability. Throughout 2024, the company's main achievements have demonstrated the correctness of this approach, with handling records on our three platforms recorded every quarter and assertive execution of our Capex.

Among the highlights of 2024 is CCR Group's victory in two important auctions, Rota Sorocabana, in São Paulo, and Lot 3, in Paraná, which add almost 900 kilometers of roads to our portfolio and R\$19 billion to our investment commitments. These achievements, meticulously planned and superbly executed, reinforce our leadership in the highway segment and send a clear message about our rigorous capital discipline, competitiveness and distinctive skills.

Operating performance for the year 2024 showed growth in all modes, and also reached R\$15.4 billion in adjusted net revenue*, more than 10.3% growth, in relation to adjusted EBITDA*, reaching R\$8.9 billion, which represents growth of 7.1%, and finally, adjusted net profit* grew by 26%, reaching R\$1.8 billion, which represents the highest adjusted net profit* in the company's history.

On the operational efficiency front, we ended the year with an Opex cash/adjusted net revenue* ratio of around 41.2% (LTM, last 12 months), and we have continued to focus on accelerating the efficiency improvement trajectory, aiming to be clearly below the 40% benchmark by 2025. These results make us very proud and reflect not only the dedication of our team, but also the trust of our clients, investors and partners, who continue to drive our purpose of creating value for our shareholders over the long term.

*Excludes construction revenue. The adjustments are described in the non-recurring effects section of the [earnings release](#).





We were assertive in the execution of our Capex, reaching R\$7.3 billion, the largest investment in the country's mobility infrastructure sector and a record amount in our history. In 2024, we began the duplication of Serras das Araras (RJ) and delivered the works to expand traffic capacity in Guarulhos (SP), both on the Presidente Dutra highway. We completed the acquisition of 36 new trains for Lines 8 and 9 of the São Paulo metropolitan trains and completed the modernization works for ten airports in the South, Midwest and Northeast regions—another two terminals in Paraná were delivered in January 2025.

By 2025, it plans to participate in new tenders and concessions connected to its strategy of promoting mobility within the context of city development, which adds sustainable growth to its business.

CCR Group celebrated its 25th anniversary in 2024, a milestone celebrated at an event at the Cultura Artística Theater in São Paulo (capital) in September, which included a series of tributes, as well as the presentation of the show "Todas as Trilhas", directed by maestro Gil Jardim, with performances by Maria Gadú, Marlui Miranda and Thiago Soares, which focused on Brazilian diversity.

The CCR Institute, which manages the CCR Group's social investment, celebrated its 10th anniversary in 2024. Over the course of a decade, the Institute has impacted more than 18 million people.

Evolution in organizational structure.

In the last cycle, the CCR Group underwent a change in its organizational structure in different functions, areas and platforms, a movement that began in 2023 and continued in 2024, including the more strategic performance of the holding company with a greater focus on generating value for the business. In these definitions, the vice-presidency of People & Organization and nuclei such as the Centers of Expertise were created: Supply Chain, Technology & Digital, Customer Experience and Capex.

The company is also making progress in sustainable value chain management, which is one of the pillars of its sustainability strategy. This theme has been evolving since 2020, when the supply area was centralized, allowing teams to work even more closely with their supplier partners.

Investment in infrastructure, refinancing and participation in auctions

GRI 3-3 Government Relations;
GRI 3-3 Socioeconomic Development

In 2024, the CCR Group completed the refinancing of all the projects it won in 2021 and participated in some tenders. It won the road concession auction for Rota Sorocabana (CCR Sorocabana), in the interior of the state of São Paulo, a strategic asset because it is a region with profitable growth, with potential for evolution and diversification of economic activity. Lot 3 of Integrated Highways of Paraná (CCR PRVias), with around 570 kilometers, spread over seven highways, linking the north of the state to the Ponta Grossa region, also connects the road axis to the Port of Paranaguá. For the CCR Group, all these robust investments in infrastructure seek to keep pace with the country's growth.



Highways Platform

GRI 3-3 Socioeconomic Development

The macroeconomic scenario for 2024 had a positive impact on the operation of Highways Platform, reflecting an increase in traffic and, consequently, in business results. The context is also positive, mature and evolving from the point of view of the regulatory and inspection environment. This reality has made it possible, for example, to carry out adequate and timely tariff readjustments in São Paulo, which has led to the rebalancing of part of the financial losses incurred as a result of the Covid-19 pandemic.

Highways Platform understands that it has the challenge of maintaining its position of leadership and relevance in the sector, influencing good practices with stakeholders, trade associations and public interest groups. Other highlights are its constant search for process simplicity and efficiency gains in its operations, including cost reduction with a focus on growth and increased competitiveness in the race for new business, and full attention to road safety, both for the preservation of the lives of its clients and its employees.

Participation and achievements at auctions

GRI 3-3 Government Relations

In 2024, Highways Platform won the auction for the Rota Sorocabana (CCR Sorocabana) road concession, which covers 460 kilometers on 12 highways in the southeastern region of the state of São Paulo, with a term of 30 years: the project expands the company's portfolio in this region, has an investment of R\$8.7 billion and includes structural improvements, duplications, additional lanes, electronic tolls, as well as new bypasses and footbridges. It also won the auction for Lot 3 of the Paraná Integrated Highways (CCR PR-Vias), with around 570 kilometers, spread over seven highways, linking the north of the state to the Ponta Grossa region, as well as connecting the road axis to the Port of Paranaguá, with an expected investment of R\$10 billion in improvement and modernization works over the 30-year contract period. With these two victories, the CCR Group will manage 4,400 kilometers of highways by 2025.

Job creation

GRI 3-3 Socioeconomic Development

CCR Group has generated 46,000 jobs (direct and indirect) in various regions of Brazil, with 25 billion (base Dec/24) of committed investments established at the beginning each concession contract. The initiative follows the trend of hiring in the construction sector, helping to reduce unemployment rates in the sector, as well as bringing greater safety and comfort to drivers and passengers. The volume earmarked for road concessions is part of a plan to contribute 27 billion (Dec/24) of remaining investments established at the beginning of each concession contract for its three platforms (Highways, Urban Mobility and Airports), the largest investment program in the Group's history.



Self-service at toll plazas

By 2024, Highways Platform had implemented self-service terminals (ATMs) in most of its assets and its goal is to eliminate the use of cash in its toll plazas by 2026, encouraging the adoption of new forms of payment, generating more efficiency, convenience and security for employees and customers. Currently, around 30% already use this method of payment.

Airport Platform

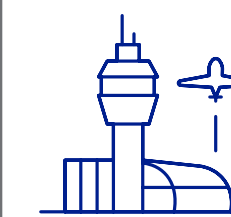
GRI 3-3 Socioeconomic Development, Operational Reliability and Customer Experience

With a growth of 9.1% in passengers boarded by 2024, the Airports Platform has had an intense year marked by significant achievements on all its fronts. It simultaneously carried out expansion and modernization works in 16 terminals and runways in eight states, transforming the experience of those who use the airport infrastructure in Brazil. These interventions required a great deal of effort from the multidisciplinary team to balance the execution of the works with the maintenance of airport operations.

Airports Platform operates in a strictly regulated market, which has a series of certifications and compliance with specific and complex standards, with national and international scope, to ensure the regularity and safety of operations, as well as restrictive operational dynamics. The challenges faced by the airlines themselves have influenced operations over the last period, in Brazil and internationally, as well as the shortage of engines and aircraft, a remnant of the pandemic, which limits the supply of flights and seats. In particular, the reduction in the pace of delivery of more popular aircraft (short routes, not transcontinental) by one of the world's leading manufacturers has affected operations and the business environment.

Once the deliveries and obligations to improve and modernize the airports have been completed, the Airports Platform enters the next cycle, Phase II of the Concession Contract, in which it will focus on improving processes, maintaining and strengthening the high levels of excellence and safety of operations already achieved, seeking maximum efficiency in the use of the infrastructure delivered in 2024, as well as concentrating efforts on fulfilling the rest of the planned deliveries and also other works not foreseen in Phase IB, which are of great importance for guaranteeing the quality and operational safety of the terminals.

This marks the start of a new phase in its operation, in a process of complete upgrading of the assets, with the focus on improving management, optimizing operations and monitoring its indicators, including those that have an impact on the environment. It wants to help promote tourism in the destinations (cities) where the airports are located, focusing on the great natural beauty and historical, cultural and architectural value. It believes that it can work in partnership with tourism agencies and operators to generate local and social development for the population.



Quality of airport services

To guarantee and measure the quality of the services provided, the Airports Platform conducts a Net Promoter Score (NPS) survey at its 17 airports in Brazil and, in line with contractual requirements and obligations, conducts the Service Quality Indicators Survey (IQS). Carried out monthly at eight of its airports in Brazil, in 2024 the Belo Horizonte (MG) and Curitiba (PR) International Airports were the best evaluated in terms of offering appropriate services to passengers and other air transport users throughout Brazil.



Urban Mobility Platform

GRI 3-3 Socio-economic Development

From an operational perspective, in 2024, the Urban Mobility Platform managed to stabilize the operation of 8-Diamante and 9-Esmeralda in São Paulo, the company's most recent, which had been experiencing operational instability until then. The CMD—this operation's quality and service indicator—from 2023 to 2024, was 50%, and in April 2024, it hit an all-time high of 92.5%. In the last few months of the year, it remained above 85%.

In the same period, the last year of the pandemic's recovery, it also finished recovering the passenger demand dammed up by Covid. Even with the residual loss from the health crisis, caused above all by the population's change in habits, it entered a period of stability, the basis for expected organic growth.

This was also the last year of CCR Group's operations in water transportation. The CCR Barcas concession, which transports passengers on Guanabara Bay and in the Costa Verde region, ended in February 2025.

The year ended with the completion of the Gentileza Intermodal Terminal (TIG) in Rio de Janeiro and a 45% increase in demand compared to 2023. Moreover, there was a 10% increase in demand for the operation of Section 3 (stations) of the Bahia Metro.

Engineering projects are already underway to expand metro lines. In São Paulo, the regulatory body has authorized studies to extend line 4 and line 5. In Salvador (BA), the southern extension of the metro line is also being discussed, plus a station which would be Campo Grande. As for future aspirations, the Urban Mobility Platform aims to continue increasing its relevance, accompanying the growth of cities, evaluating and participating in concessions that contribute to sustainable mobility.

New investments in 2024

GRI 3-3 Operational Reliability and Customer Experience and Socioeconomic Development

Deliveries of the new trains manufactured by Alstom took place throughout 2023 and 2024 (in December, the group received the 36th train), as well as their entry into operation. They were equipped with air-conditioning, a continuous lounge and technologies such as dynamic line maps, video surveillance monitors and rear-view cameras, fire detectors and extinguishers and flame-retardant coating materials and equipment. The purchase of the trains contributed to the reactivation of Alstom's factory in Taubaté (SP), generating approximately 900 jobs. Thus, the concession of lines

8 and 9 resulted in more than 9,500 direct and indirect jobs created.

The Gentileza Intermodal Terminal (TIG), the largest integration terminal in the city of Rio de Janeiro, interconnects lines 1 and 4 of the VLT Carioca, operated by the CCR Group, the BRT Transbrasil and 14 municipal buslines, with an extension of 700 meters. With this project, the TIG now receives around 150,000 people daily.

The subway system managed by CCR Group in Bahia also had its network expanded, with the new Águas Claras Station coming into operation, increasing the number of stations to 22 (in an expansion from 33 kilometers to 38 kilometers of the network). With this inauguration, the station grew by 5% in terms of the number of people using the metro, around 20,000 more per day. Today, CCR Metrô Bahia transports around 370,000 passengers every day.

In São Paulo, work began on the first restoration of the Júlio Prestes station, which has great symbolic representation for the city's culture and history.

Adjacent businesses

GRI 3-3 Operational Reliability and Customer Experience; 3-3 Climate Strategy

In addition to its operations in highways, urban mobility and airports, the company has adjacent businesses.

The Shared Services Center (CSC) is an administrative unit of the CCR Group, located in Jundiaí (SP), which centralizes services common to various fronts, companies and platforms of the group, executing payment requisition, treasury and insurance, collection of receipts, controllership, facilities, people, fleet, legal and service management. Among its functions, it aims to increase efficiency, reduce costs and improve the quality of the services provided by the group.

CCR is also active in energy generation, with solar power plants on the sides of its highways. At the beginning of 2025, it concluded an agreement with Neoenergia for the self-production of wind energy in the Northeast, becoming a partner in three plants of the Neoenergia Oitis wind complex, located in Piauí. And with EDP, it has a 10-year contract to supply solar energy in a shared distributed generation model to the Anhanguera-Bandeirantes System (SP).

Until 2024, the company owned Saam, a company that operates in high-speed, high-capacity data transmission and IP connectivity services, which was sold by CCR Group in the latter period.



Digitalization and innovation

INTELLECTUAL CAPITAL | GRI 3-3 Operational Reliability and Customer Experience

Innovation: a pillar for a sustainable future

In 2024, the CCR Group took a significant step towards the future by approving an innovation strategy and governance with the Board of Directors, which will be implemented throughout 2025. This movement aims to strengthen the ability to generate value and use resources efficiently and sustainably. More than 80 executives and senior professionals interacted closely throughout the process and generated more than 100 innovation ideas in workshops.

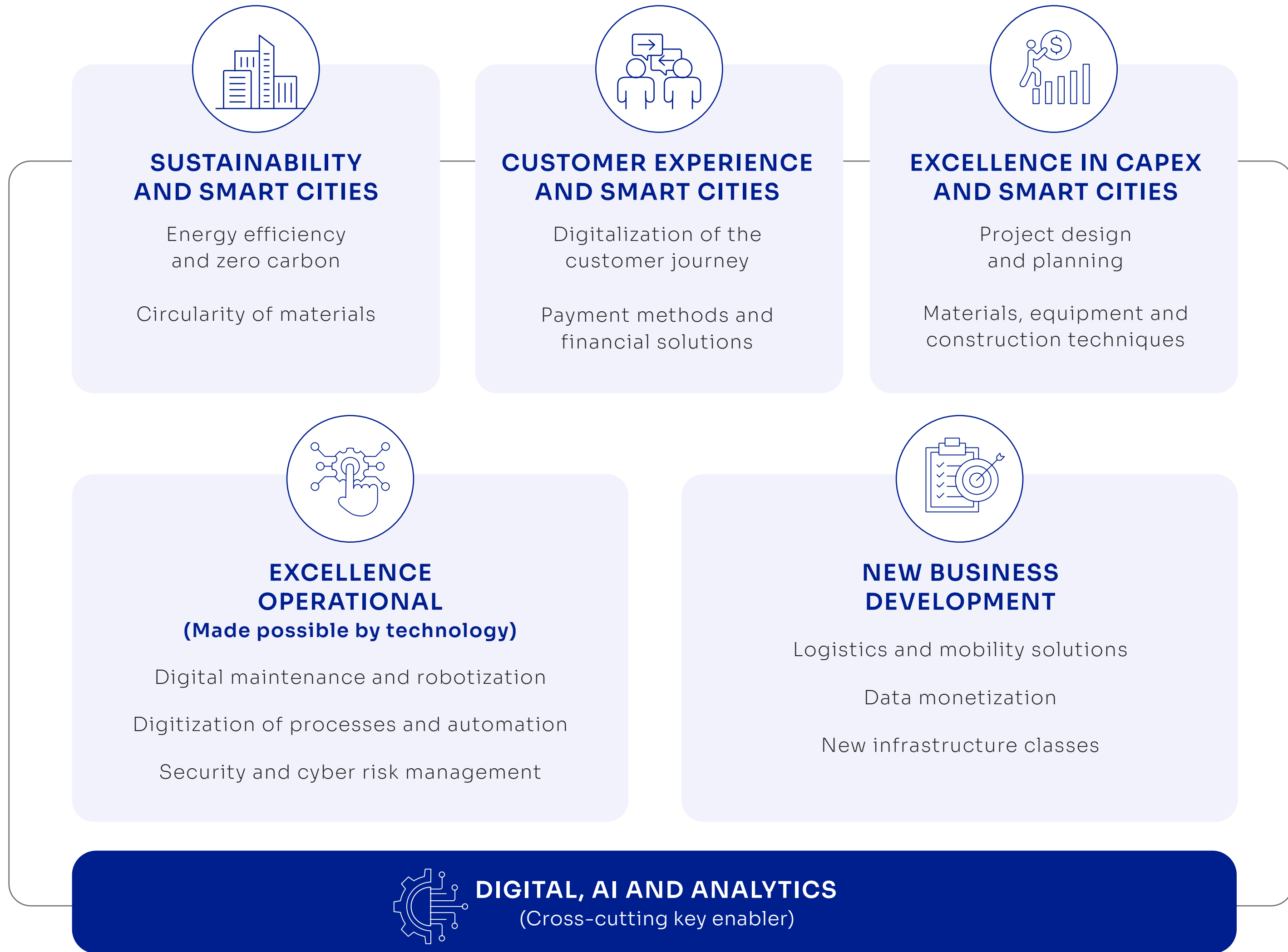
To guide this work, three innovation imperatives were established in line with the company's strategic objectives: innovation as a fundamental element to drive CCR in its business, maximizing value generation and ensuring competitive advantage; leading customer experience and sustainability in the industry, ensuring safety; and promoting and disseminating the use of digitalization and technology as a value lever.

The innovation domains are priority areas that the company identifies for its innovative initiatives,

acting as a guide for all innovation actions and projects, ensuring alignment with the overall strategy. They have been broken down into 12 subdomains to provide a more detailed and specific approach for each initiative, as well as allowing for better management and focus on priority areas, ensuring that each relevant aspect is addressed effectively and in line with the strategy.

To make its innovation strategy viable, the CCR Group has also developed a sustainable and efficient operating model, structured to lead different types of innovation: Platform, which is responsible for leading non-digital innovations, facilitated by innovation champions; Digital Hub, which leads innovation in Dig&AI in partnership with the platforms; and Holding, which leads the development of new businesses. Innovation at CCR combines agile methodologies and open innovation, with multidisciplinary teams collaborating with the external ecosystem to maximize the value of its main ideas and ensure that the company is at the forefront of best practices and solutions.

The monitoring process is carried out in phases, with clear milestones for each project, mitigating investment risks and adopting a metered financing model, similar to venture capital. In the coming cycles, it will implement a culture change and training program, with a communication plan, to boost new mindsets and behaviors about innovation, in order to foster the topic in the company.



Digital transformation and a new organizational model

CCR will invest R\$ 500 million to launch a strategy that aims to accelerate and promote its digital transformation based on a new organizational model, while also seeking to generate efficiency gains and improve the customer experience in its operations, consolidating innovation as one of the pillars for achieving long-term goals. In the process of reviewing the organizational structure, which took place in 2024, the GBS Tecnologia area hired new talent from the market, in order to train the team as a whole, bring new skills to the team and carry out work that is even more focused on highway, urban mobility, airport and corporate clients.

In this reformulation, the area was renamed the Technology and Digital department, responsible for taking CCR Group to a new level in this area, a modern company, with digitalized, automated and robotic processes, which keeps pace with the world's evolution towards new technological trends, including artificial and generative intelligence. This movement is supported by investments in the modernization of the technological park, with an increase in server and cloud capacity.

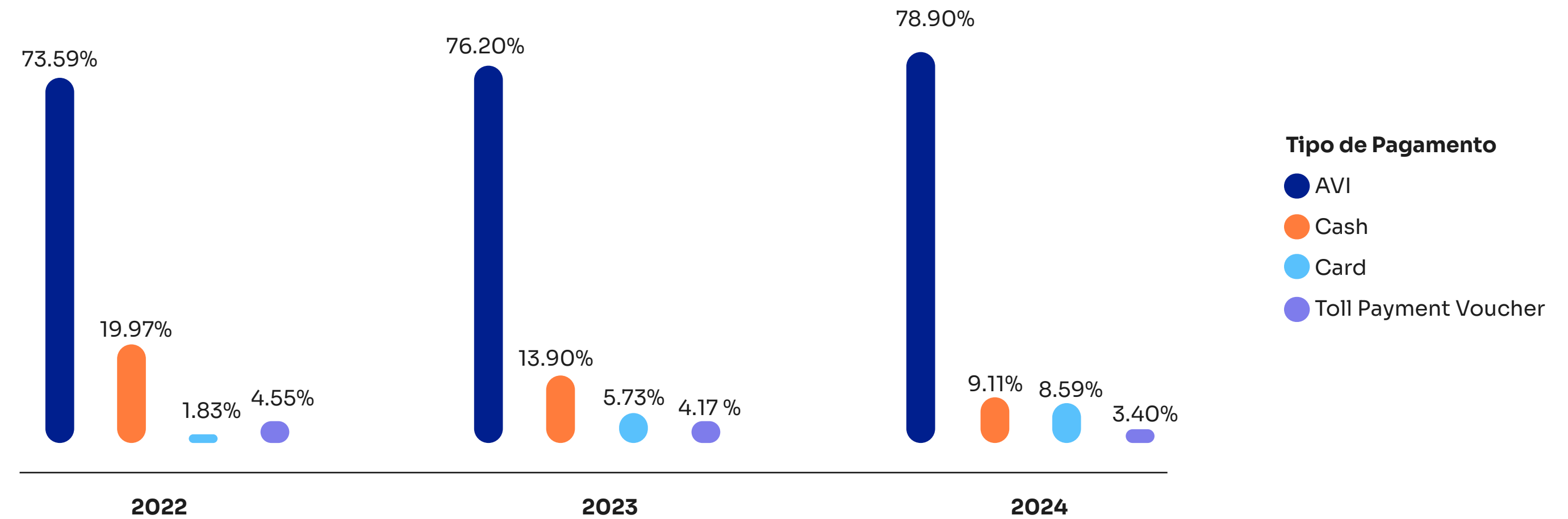
Free Flow and self-service

The Highways Platform has undergone profound transformations in terms of innovation, technology and digitalization, not only in its means of payment, but also in its operations and conservation, with significant gains in sustainability and efficiency. Proof of this is Free Flow - Electronic Toll, a smart mobility technology introduced in the country by the company which, in 2024, entered its second year of operation.

The system implemented by CCR RioSP on the Rio-Santos highway (BR-101) collects tolls using gantries with cameras, antennas and sensors that capture data from moving vehicles, even in conditions of low visibility. In addition to making traffic flow more smoothly, as there is no need to stop at toll booths or slow down vehicles, it also helps to reduce carbon emissions on highways. Over the course of the year, the Highways Platform team implemented a series of improvements in the management of the Free Flow system, which managed to reduce delinquency and the number of user complaints.

The CCR Group is also working on transforming all its manual toll plazas into self-service, where users can make their payments themselves (via credit, debit or PIX card). The goal is that, by 2026, 100% of toll payments will be made electronically, either using tags, Free Flow or self-service.

% OF PAYMENT METHODS – REVENUE



MOVING
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Leadership in Sustainability

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

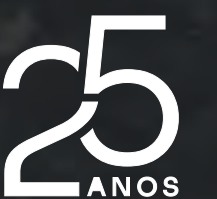
Related SDGs:



NARRATION



CONTRAST



Sustainability strategy

GRI 2-23, 3-1, 3-2

The CCR Group has been working hard on its governance, and therefore on the maturity of its processes, controls and monitoring. Its sustainability performance is reflected in projects capable of promoting greater impact, which generate value and relevance and are related to its activities and operations. It ended 2024 with a sustainability strategy with defined metrics and objectives, aiming for carbon neutrality by 2035, with scopes 1 and 2, financed by reducing energy costs, having acquired 67,000 carbon credits. It also has the role of leading a coalition in the transport sector to accelerate the decarbonization of the sector, alongside associations from various areas of transport, such as railways, roads, airports, cabotage and waterways.

The company has made progress on the diversity and inclusion agenda, ending 2024 with 36.3% female leadership, with the goal of reaching 51% women in leadership positions by 2035 (two years ago, they had around 20%). It also has around 47.9% multiracial representation (non-white people). In 2024, via the CCR Institute, it invested more than R\$60 million in social and cultural initiatives, historically the highest

amount invested by the company. Also that year, it demonstrated its ability to face important challenges and intervene with agility, managing efficiently in the face of environmental crises. This was the case with the floods that hit the highways managed by CCR-ViaSul and CCR ViaCosteira, which were submerged by the rains in Rio Grande do Sul. In the face of this extreme weather event, the operation was restored to the expected standards and was able to provide support to the affected population.

CCR Group's material topics were defined after an extensive review of the materiality process, which began in 2023 and ended in 2024, with the support of an external consultancy, when the double materiality methodology was applied. This survey also made it possible to map the positive and negative impacts, risks and opportunities in the group's operations.

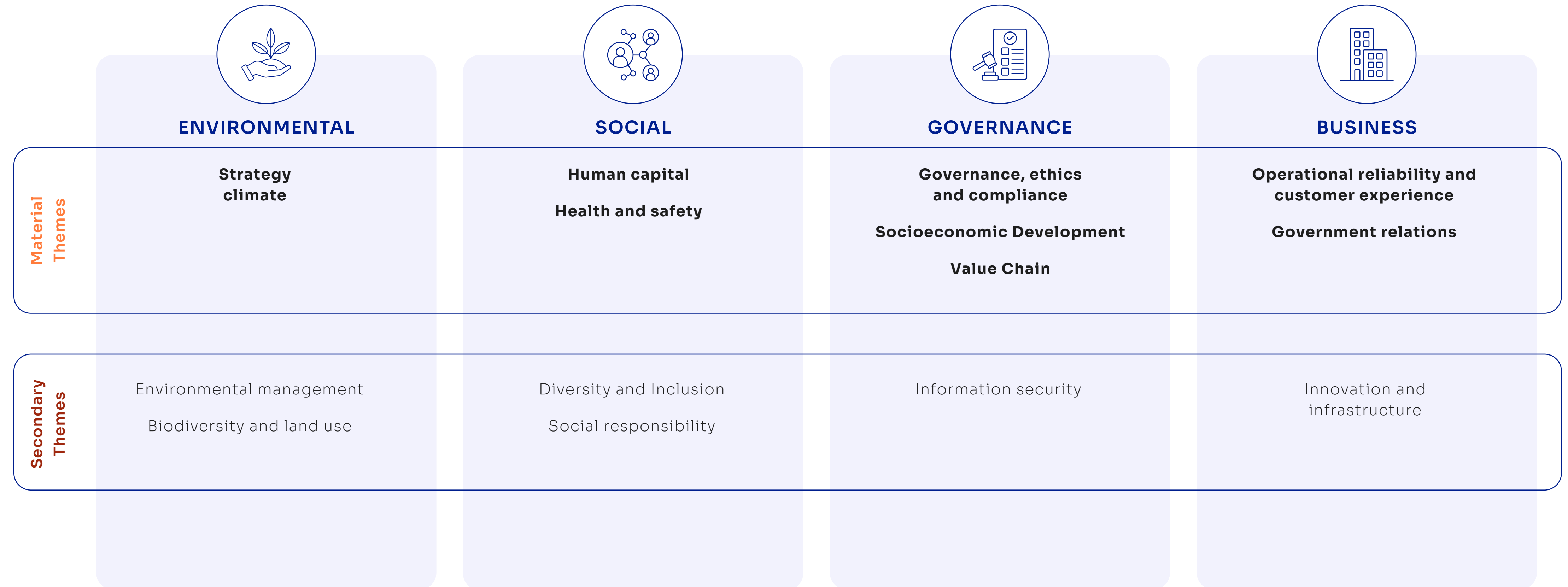
In this work, internal documents, methodologies and benchmarks were analyzed, more than 2,300 external stakeholders (such as suppliers, customers, communities, investors, regulatory bodies, associations and other relationship groups) were consulted,

as well as employees through online questionnaires and interviews were conducted with professionals linked to the company's sustainability strategy, including the participation of executive leadership and board members. The discussions that led to the definition of the material topics took place in workshops held in 2023.

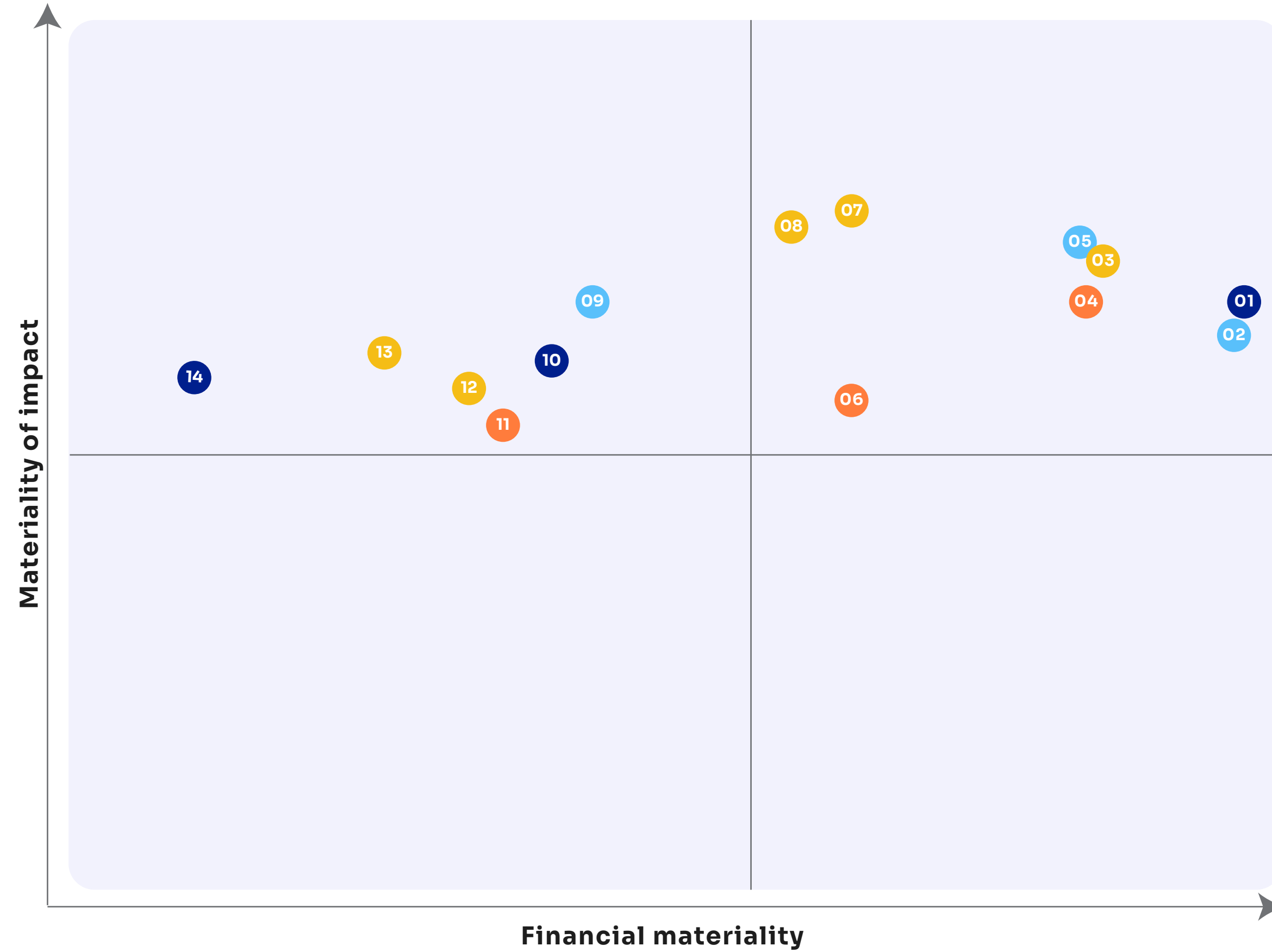


Material topics

In 2024, based on the results of the double materiality, CCR updated its sustainability strategy, which establishes how the CCR Group is committed to the prioritized topics, as well as its goals and performance indicators. That same year, the governance of the sustainability strategy was revisited, thus updating the roles and responsibilities of the Sustainability department and the other groups linked to the topic within the company, as shown in the diagram on the following page:



Materiality matrix



● Environmental
 ● Social
 ● Governance
 ● Business

Material topics

- 01 Climate strategy
- 02 Government relations
- 03 Socioeconomic development
- 04 Governance, ethics and compliance
- 05 Operational reliability & customer experience
- 06 Value chain
- 07 Human capital
- 08 Health and safety

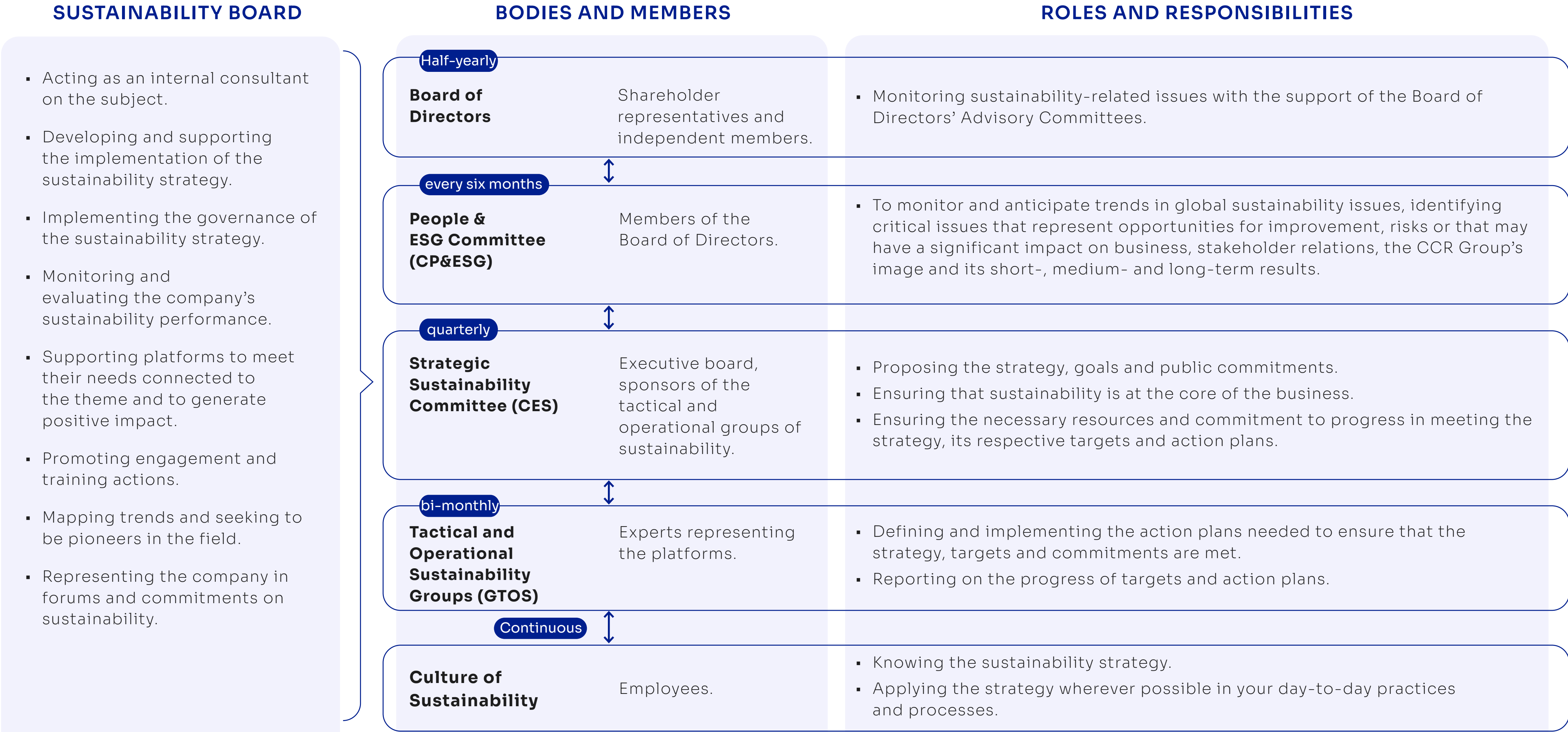
Secondary topics

- 09 Innovation and infrastructure
- 10 Environmental management
- 11 Information security
- 12 Social responsibility
- 13 Diversity and inclusion
- 14 Biodiversity and land use

Sustainability governance GRI 2-13



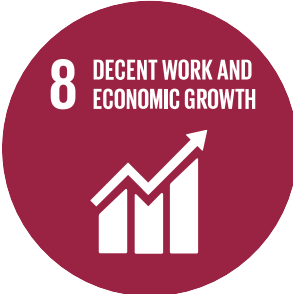



In 2024, sustainability governance was improved and will take effect from 2025 as follows:



Evolution of public commitments

GRI 3-3 Governance, Ethics and Compliance; 3-3 Value Chain; 3-3 Climate Strategy, 3-3 Human Capital; 3-3 Health and Safety; 3-3 Socioeconomic Development; 3-3 Operational Reliability and Customer Experience and 3-3 Government Relations

Pillar of the strategy	Public commitments	Progress in 2024	SDG
<p>Reducing climate risk and environmental footprint</p>	<p>Adaptation</p> <ul style="list-style-type: none"> Having defined adaptation plans for 100% of assets with significant risks (by 2025). <hr/> <p>Mitigation Scope 1 and 2:</p> <ul style="list-style-type: none"> Carbon Neutrality for Scope 1 by 2035 SBTi (2019 baseline) – 59% reduction in Scope 1 and 2 emissions by 2033 100% renewable energy in operations by 2025 <p>Mitigação Escope 3:</p> <p>SBTi (2019 baseline) – 27% reduction in Scope 3* emissions by 2033 and customer engagement</p>	<p>New partnerships and structures were implemented under the management of the Corporate Security and Business Resilience Department (see more on pages 63 and 88).</p> <hr/> <p>First carbon credit purchase operation. Acquisition of 67,000 tons from Reservas Votorantim using the PSA Carbonfloor methodology. 9.4% of Scope 1 emissions neutralized in 2024. (see more on page 91).</p> <p>Reuse of 36% of milled asphalt (see more on page 107).</p>	 
<p>Sustainable management of the value chain</p>	<p>100% of suppliers aligned with CCR’s sustainable procurement program (by 2035)</p>	<p>This year, the Sustainable Procurement Normative Instruction was approved, and 5,636 third-party due diligence assessments were conducted for entities considered higher risk, in accordance with our internal standards. The entire active supplier base is continuously updated and verified.</p> <p>There was an increase in the number of monitored strategic suppliers, rising from 205 to 517 companies, with an average improvement of 27% in the Supplier Quality Index (SQI) among those monitored suppliers (see more on pages 47 and 100).</p>	 

*From purchased goods and services and fuel- and energy-related activities.

Pillar of the strategy	Public commitments	Progress in 2024	SDG
Positive impact on society	Investment of up to R\$ 750 million in social and cultural projects for communities (by 2035)	Over its 10 years of operation, the CCR Institute has invested around R\$ 300 million, supported 730 projects in mobility and sustainable cities, culture and education, health and safety, and impacted more than 18 million people across 555 cities throughout Brazil (see more on page 114).	
Valuing people	Engagement level above 9 points (by 2035) <hr/> Gender and racial representation in the organization's leadership (by 2035)	The Pulses survey score rose from 8.4 to 8.7, and participation in the survey reached 83.80%, an increase of 9.2 percentage points in 2024 compared to the previous year (see more on page 133). <hr/> 36.3% of women in leadership and 47.9% of employees identifying as non-white (multiracial) (see more on page 136).*	
Culture of integrity and safety	International Standard Governance and Zero-Accident Culture (by 2035)	ABNT NBR ISO 37301 – Compliance Management System and ISO 37001 – Anti-Bribery Management System certifications maintained for all CCR Group assets in Brazil, with a focus on ensuring the quality and traceability of sustainability data. (Units with partners, such as Renovias and BH Airport, have their own integrity programs). The pursuit of Zero Serious Accidents is embedded in the CCR Group's strategic pillars. In 2024, there was a 25% reduction in serious accidents involving direct employees (see more on pages 65 and 72).	

Sustainability targets 2024

The sustainability targets outlined below are tied to executive compensation, in accordance with the criteria detailed on pages 55 to 57.

1.

REUSING 23% OF THE MW GENERATED

36%

2.

92% OF THE FLEET USES BIOFUELS

92,4%

3.

IMPLEMENTING SUPPLIER
EVALUATION METHODOLOGY

100%

4.

8.5% EMISSIONS NEUTRALIZED (SCOPE 1)

9,4%

5.

100% EMISSIONS NEUTRALIZED (SCOPE 2)

100%

Stakeholder engagement

SOCIAL AND RELATIONSHIP CAPITAL | GRI 2-29

Transformative power

CCR Group understands the importance of engaging its stakeholders in the execution of processes and strategic plans and works to make these partnerships more fluid and collaborative. In 2024, the CA-CCR approved the **Stakeholder Management Policy**, which considers economic-financial aspects in an integrated manner with social, environmental and institutional factors, guided by the AA1000-SES (Accountability Stakeholder Engagement Standard), the UN Global Compact Agenda 2030, with the 17 Sustainable Development Goals (SDGs), the Sustainability Materiality Matrix and the topics listed in the CCR Group Advocacy Matrix.

The document was built on the pillars of the former Corporate Social Responsibility Policy and has contributed to a better understanding of this process by leaders, focal points and employees, who now see their actions having a more consistent impact when implemented from an integrated perspective.

The Legal, Governance and Government Relations vice-presidency, supported by the Stakeholder Management area, reports, at least once a year, on the activities of monitoring the application of this policy

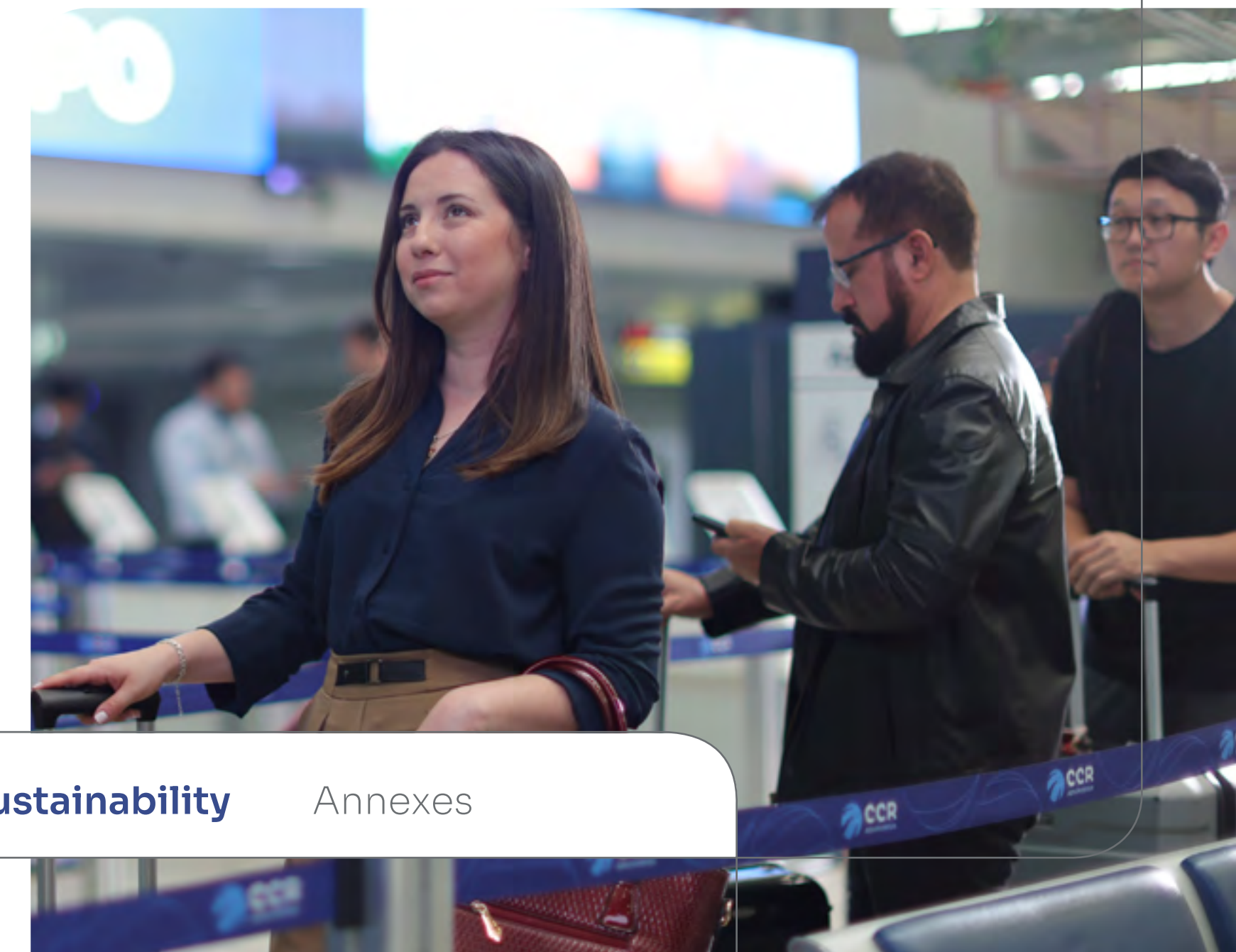
to the Executive Board which, in turn, reports to the CA-CCR, allowing for an analysis of the effectiveness of the organization's processes for managing impacts.

The company currently has 16 different categories of stakeholders, identified on the basis of literature, benchmarking and adaptation to its organizational structure, whose leaders have become focal points, responsible for the relevant issues. The categories have been allocated to four dimensions, as shown in the table on the following page. For each group of stakeholders, there is a mapping of interlocutors and issues in matrices of relevance versus impact, which guide relationships and engagement for the rounds of defining material issues.

An evolution in CCR Group's Stakeholder Management over the course of 2024 is associated with new active listening processes with the aim of assessing strong and vulnerable points in the relationship, receiving feedback and optimizing engagement in open and constructive dialogue. In addition, CCR offers open channels for dialog on its corporate portal (www.grupoccr.com.br), through which the structures of the Highways, Urban Mobility and Airports Businesses can also be accessed directly.

Purpose of engagement

The engagement of interested parties and/or stakeholders in the CCR Group is directly associated with obtaining or renewing the social license for its operations, granted by the publics with whom the company relates and those who are interested in it. With these stakeholders, the teams seek to maintain frequent and legitimate dialog in order to understand their needs and desires and, as a result, act in accordance with CCR's purpose in a sustainable manner: to improve people's lives through mobility.

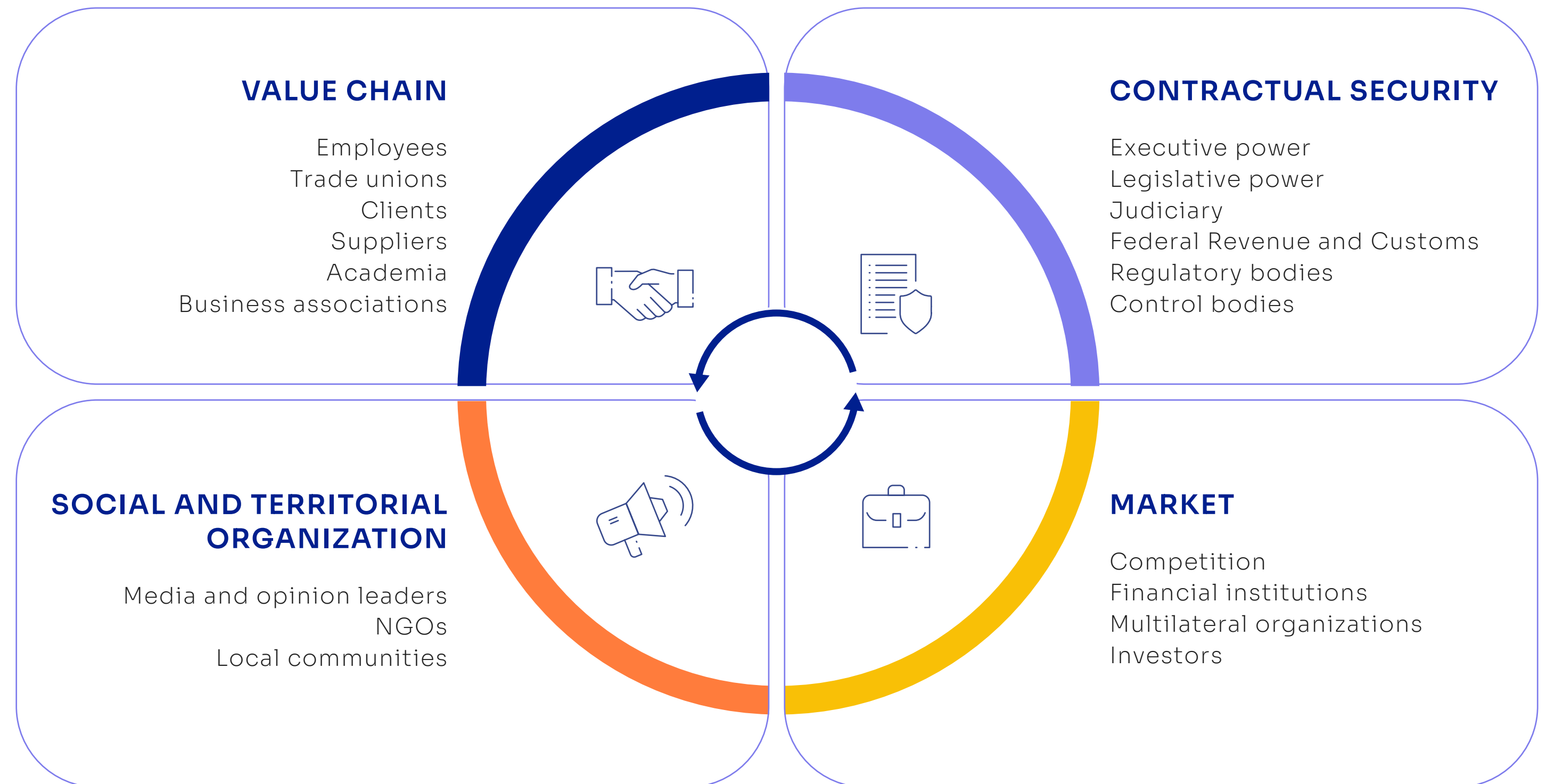


This is directly associated with the organization's more than 17,000 employees, with a high engagement rate, according to data from the Pulse survey. This translates into commitment, exceeding customer expectations and the emergence of disruptive and innovative ideas.

Engagement is transformative. In addition to periodically listening to its workforce, active listening processes evolved in 2024, indicating the teams' willingness to move beyond regulatory consultation, which identifies material issues with significant impacts on the organization's economy, the environment and people. Active listening means going beyond the regulatory obligations contained in the concession contracts for the Highways, Airports and Mobility platforms. It means strengthening the relationship between the company and its stakeholders, increasing productivity and helping to create an environment of trust and collaboration, fundamental elements for improving the company's ability to respond to critical situations.

In 2024 the teams made progress in four unprecedented processes of structured consultation with the categories of investors, unions, suppliers and NGOs/Communities, always guided by the Stakeholder Management structure of the Government Relations and Stakeholders department. The data collected allows us to act with better preparation, planning and posture for assertive initiatives.

Stakeholder map



Objectives and results of stakeholder engagement actions in 2024



Scope

Highlights 2024

Employees: Measuring the level of employee engagement and satisfaction, as well as the likelihood of them recommending the company as a good place to work.

89% employee engagement through the Pulse Platform;
For the first time, the company reached 9th place in the 2024 Great Place to Work (GPTW) survey, among the 175 best companies to work for in the giant companies category, with more than 10,000 employees.

Trade unions: Maintaining a structured and collaborative dialogue in order to address and negotiate legitimate claims and collective agreements, always with respect, without compromising the sustainability of the business.

For the first time, an active listening process was carried out with 16 Unions linked to the Urban Mobility Platforms; Highways; Airports and the Corporate/ Shared Services Center (CSC). These are some of the results of the active listening process that are guiding the area's planning:

- The union's relationship with CCR is considered excellent by 69% and good by 31%;
- For 60%, what needs to be improved is the balance between the interests of the company and the workers;
- For 6%, there must be greater openness to dialog and a better understanding of union demands;
- For 34%, there are other issues.

Clients: Ensuring safety, improving service quality and protecting the health and well-being of all those who use CCR Group services.

Four waves of quarterly surveys were carried out on the three platforms, online and in person, reaching a sample of 45,000 customers. Main results:

- Metro Line 4 is the unit with the highest Customer Satisfaction Score (CSAT) in the CCR Group;
- Metropolitan train lines 8 and 9 had their highest scores since the beginning of the historical series, with an increase in satisfaction ratings in all attributes;
- Highways also saw an improvement in satisfaction, with CCR Autoban and CCR ViaLagos standing out;
- In airports, the rates improved in all the units that had their construction work completed and were lower than desired in the places where the construction work was completed.

works are still taking place.

Suppliers: Ensuring competitiveness for CCR, as well as promoting improvements in the infrastructure supplier market in an integrated, innovative and leading role.

Critical and strategic suppliers in various categories were monitored in the seven strategic pillars: operational performance, financial health, compliance, fiscal regularity, health and safety, joint documentation and sustainable contracting.
There has been an increase in the number of suppliers monitored, from 205 to 517 companies, with an average increase of 27% in the IQF (Supplier Quality Index). We also approved more than a thousand new suppliers.

Scope

Highlights 2024

Academy/Innovation: the Center of Excellence for Technology and Digital is where the search for opportunities in technological innovation and innovation takes place, value creation, with experimentation, connections with research centers and universities, with suppliers and Open Innovation actions.

Creation of teams dedicated to building digital products, scalable applications for the organization and with greater adherence to the Group's needs. With Research Centers and Universities, advanced research is carried out that can generate future results, such as the development of technologies and processes that don't exist today. Examples of research carried out:

- The use of drones in highway operations - specifications, applications and regulations (USP/São Carlos);
- Automatic detection of the state of a highway's physical assets using computer vision and AI (UFSC/LabTrans);
- Non-invasive vehicle axle counting using computer vision (UFSC/LabTrans);
- Partnership with MIT – Massachusetts Institute of Technology in the ILP - Industry Liason Program.

Business associations: Ensuring better management and governance of the company's participation in sector associations, with a careful prior evaluation process.

With the Policy for Managing Affiliations to Associations, Class Entities, Trade Unions and the Like, the CCR Group has established guidelines for the affiliation of the company or its employees to business associations, professional class entities, Think Tanks, benchmark groups dedicated exclusively to technical production.

State bodies: Focusing on technical discussions, regulatory and legal issues, as well as the company's advocacy agenda aimed at improving the business environment, defending the legal security of contracts and the stability of concessions.

Acting directly or through sector associations, based on guidelines stipulated by standards and training given by the Compliance area, such as the Clean Company and Anti-Corruption Policy and the Standard for Interaction with Public Agents. Meetings with government bodies are frequent, due to the nature of the business, and are always included in the system for recording interaction with public agents. Process of direct engagement with authorities for the agenda focused on the Conference of the Parties (COP-30), which will take place in Belém (PA) at the end of 2025.

Competition: Through consultancies, participation in national and international associations and congresses, including technical visits, acting with integrity and respect, constantly seeking references and exchanging experiences.

Best safety practices, including the AFASTE-SE movement, presented on page 65, which, led by CCR, culminated in the presentation of a bill. Maturing markets in which we seek competitive advantages, more productivity and better quality in our products and services.

Scope

Highlights 2024

Financial institutions and insurance companies:

Maintaining a partnership relationship, with a focus on advising on project structuring, coordinating capital market issues, contracting credit operations and bilateral loans, as well as cash services.

Coordination of the issue of debentures subscribed in full on the date of issue and paid up in stages over the following years. Advising on and structuring non-recourse project finance with BNDES.
Expansion of relationships with insurance companies with a view to diversifying the base of guarantee providers.

Investors: Disclosing information about the company to the investing public, regulatory bodies and the market. It also holds public meetings with investors, helping them to make investment decisions.

The 18th edition of CCR Day, a public event for investors, financial market agents and shareholders, whose presentations are available for access on the corporate portal.
Participation in conferences, roadshows, non-deal roadshows, in Brazil and abroad.
What was new was the active listening process carried out during CCR Day 2024, when 82 responses were collected, with some indicators:
- The perception of the CCR Group has improved to 73% over the last year;
- For 24%, it remained the same with a positive bias, as it was already good;
- And a need for improvement for 3% of respondents.

Media and opinion leaders: Disseminating topics connected to CCR Group's strategy and business plans.

In 2024, the CCR Group's press exposure reached a favorability rate of 88.75%, an increase of 18.79% on the 74.5% rate recorded in 2023. The closer to 100%, the more positive the press coverage of the company. In terms of advertising equivalence, the amount achieved was R\$984.8 million, an increase of 62.8% compared to 2023.

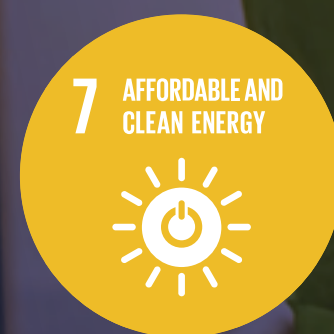
NGOs and local communities: Through the CCR Institute, to strengthen social development and expand access to opportunities and benefits to improve the quality of life, directing strategic investments in Sustainable Solutions, Reduction of Inequalities and Quality of Life, through partnerships with NGOs and direct engagement with local communities.

Through its record investment of more than R\$60 million in social impact, the CCR Institute has promoted profound social transformation, expanding access to essential resources in various regions of the country. In the Pathways to Citizenship Program, more than 6,000 teachers in Brazil have been trained with innovative teaching materials, benefiting 1,700 schools in 280 cities and strengthening pedagogical practices that transform communities. In the field of health, the Paths to Health Program offered free services that reached more than 70,000 people in 36 municipalities in 13 states, providing care and well-being both at major mobility points and in local communities. Finally, the Centenaries Project democratizes access to culture through exhibitions of icons such as Tomie Ohtake, Cândido Portinari, Tarsila do Amaral and Villa-Lobos, reaffirming the institute's commitment to promoting and valuing Brazilian cultural identity.

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Sustainability Performance

Related SDGs:



NARRATION



CONTRAST



Culture of integrity and security

International standard governance

Governance practices

GRI 3-3 Governance, Ethics and Compliance; 2-2, 2-9, 2-10, 2-11, 2-12, 2-13, 2-14, 2-17, 2-18

CCR Group’s governance structure is made up of a Board of Directors (CA-CCR) and, linked to it, an Executive Board. The CA-CCR has three Advisory Committees made up of members of the CA-CCR, except for the Coordinator of the Statutory Audit, Compliance and Risks Committee, who is an independent external member. These are: (i) the People and ESG Committee; (ii) the Audit, Compliance and Statutory Risks Committee; and (iii) the Strategy Committee.

The company has a Policy for the Appointment of Members of the CA-CCR, its Advisory Committees and the Statutory Executive Board, developed based, fundamentally, on the determinations set forth in: (i) the Brazilian Corporation Law; (ii) CVM Resolution No. 80, of March 29, 2022, as amended (“CVM Resolution 80”); (iii) the Novo Mercado Listing Regulations of B3 S. A. - Brasil, Bolsa, Balcão (“Novo Mercado Regulations” or “Regulations”); (iv) the Internal Rules of the CA-CCR and the Advisory Committees (“Internal Rules”); (v) the Novo Mercado Code (“Internal Rules”).A. - Brasil, Bolsa, Balcão (“Novo Mercado Regulation” or “Regulation”); (iv) Internal Regulations of the CA-CCR and Advisory Committees (“Internal Regulations”); (v)

CCR Group’s Code of Ethical Conduct; and (vi) the Company’s Bylaws (“Bylaws”). The functions of Chairman of the CA-CCR and CEO are independent.

The CA-CCR is made up of 27.3% independent members, taking into account the rules set out in the Novo Mercado Regulations and the company’s Nomination Policy for the classification of nominees as independent members. When requested by the CA-CCR, it will be up to the People and ESG Committee to issue an opinion on whether a particular candidate or board member, as the case may be, meets the independence criteria set out in the Regulations, both in the context of the election and during the course of their term of office. The CA-CCR is currently made up of 11 members, with a two-year term of office and an executive function. It is made up of eight members appointed by the controlling shareholders and three independent members, nine men and two women, all white. They are all Brazilian, with three under the age of 50, one between 50 and 60 years old, and seven over 60 years old.

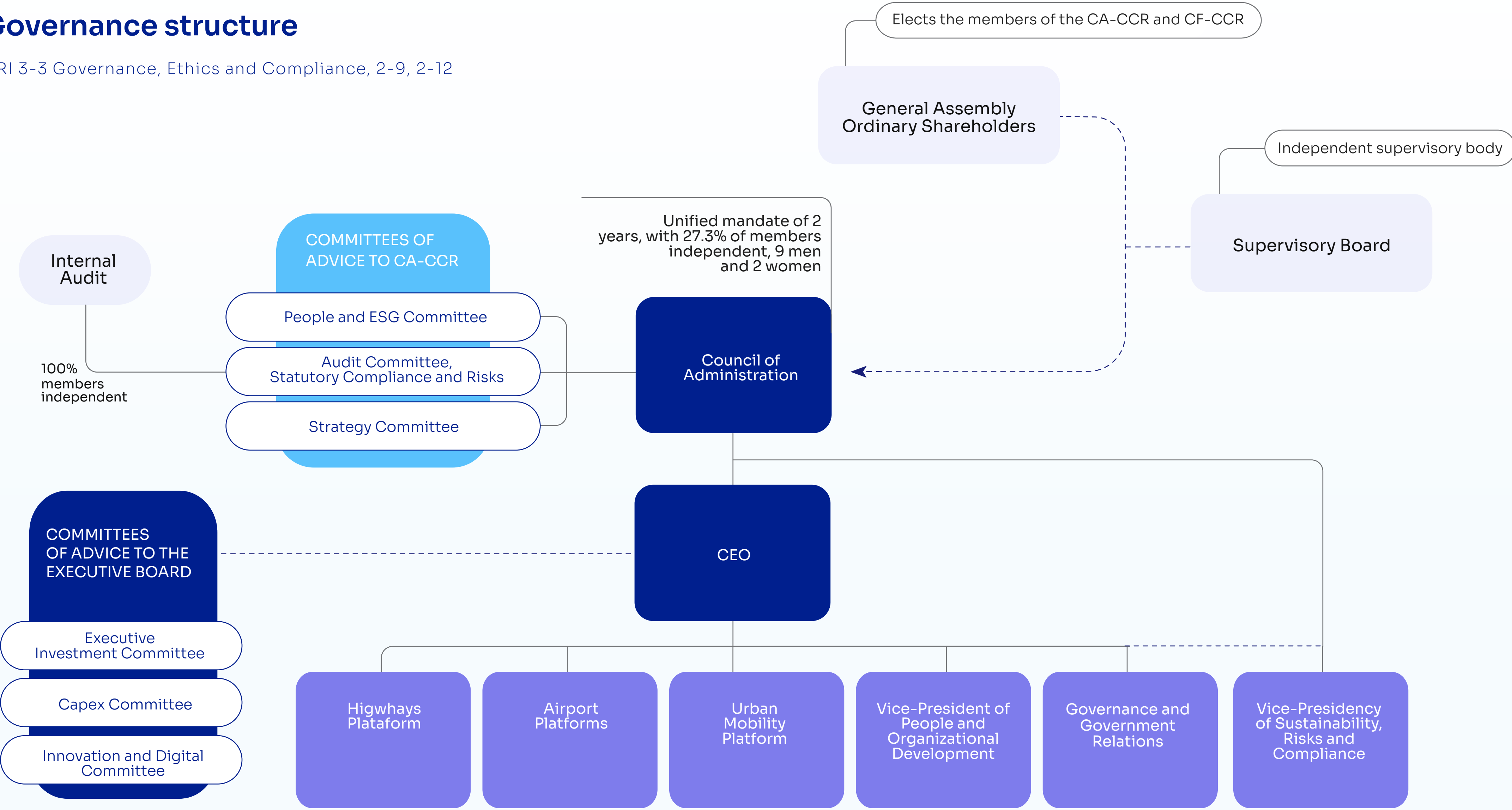
Appointments to eligible positions must always be aligned with the best interests of the CCR Group, and it is essential that they be highly qualified professionals, committed to the values and culture of the CCR Group, as well as having notable profes-

sional, technical and academic experience, compatible with the position for which they are being appointed. However, in order to ensure that the bodies made up of the eligible positions are properly formed, the nominations must take into account diversity in general, such as gender, age, academic background and professional experience, as well as the complementarity of skills and availability of time to perform the function.



Governance structure

GRI 3-3 Governance, Ethics and Compliance, 2-9, 2-12





Those appointed to eligible positions should have fluency in English, given the size of the company and its business, as well as CCR's shareholder base, which contains a substantial portion of foreign investors. Individual information on each member of the CA-CCR, such as skills, profession, experience and representation, among other information, is available in the [company's Reference Form](#) (*item 7.3, page 395 et seq.*)

Under the terms of the CCR Bylaws, the CA-CCR is responsible for approving the Integrated Annual Report (RAI) each year. It is worth noting that the purpose of the Advisory Committees is to make the CA-CCR more efficient and agile. They do not have executive or deliberative functions, but are limited to issuing opinions and recommendations to be forwarded to the CA-CCR in order to support it in its decision-making process. With regard to overseeing the management of impacts, risks and opportunities, the duties of the People and ESG and Audit, Compliance and Statutory Risks Committees are detailed in their [Internal Regulations](#).

The Executive Board, which is made up of a minimum of four and a maximum of nine members, 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 Bylaws and Policies approved by the CA-CCR. In carrying out its duties, including managing the organization's impact on the economy, the environment and people, the Executive Board meets monthly with the CA-CCR (or extraordinarily, whenever necessary) to report on and discuss relevant issues, with the aim of rendering accounts and proposing or evaluating joint solutions to critical issues.

Aside from that, monthly meetings are held with the Advisory Committees of the CA-CCR to delve deeper into the issues to be reported to and assessed by the CA-CCR. 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 covered are those linked to sustainable development, such as climate change, diversity and the environment, in these sessions CA-CCR members have the opportunity to interact with experts in an active way, with the aim

of expanding their knowledge or keeping up to date with what is happening in the country and in the world in relation to these different issues. In addition, it is recommended that the CA-CCR be made up of professionals with experience in a wide range of topics, such as environmental aspects, sustainability, technology and information security.

The evaluation process is annually independently carried out by a specialized external consultancy, which interacts directly with the members of the CA-CCR and the Executive Board: in this work, it carries out questionnaires and individual interviews and produces a final report with the consolidated and anonymized results. Based on the final evaluation report and discussions by the CA-CCR about the results obtained, corrective measures or improvement actions are implemented with a focus on improving the governance process in line with best market practices and, as provided for in the company's Nomination Policy, the performance evaluation serves as one of the inputs for the re-election of CA-CCR members.





Corporate Governance Policies and Standards in force in 2024

GRI 2-23

- Bylaws*
- Referral Policy*
- Compensation Policy for the Statutory Executive Board, Board of Directors and Audit Board*
- Related Party Transactions Policy*
- Internal Regulations of the CA-CCR and Advisory Committees*
- New Shareholders' Agreement 2022*
- First Amendment to the New Shareholders' Agreement 2022*

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

Compensation

GRI 3-3 Governance, Ethics and Compliance, 2-19, 2-20

The **Compensation Policy for the Statutory Executive Board** CCR's CA-CCR and CCR's Fiscal Council establishes that the compensation of the effective members of the CA-CCR will be entirely fixed, with the exception of the Directors who are members of the Audit, Compliance and Risks Committee; the other members will not receive additional compensation for their participation in the CA-CCR's advisory committees. Substitute members of the Board of Directors, when appointed, are not entitled to any compensation. The members of CCR's Statutory Executive Board have their compensation made up of the following types of compensation: fixed, variable, benefits and funds to cover expenses in cases of permanent national transfer.

- **Fixed Compensation:** this is represented by the base salary, set according to the position held by the professional, their representativeness and the values consistent with the selected market and comparable with CCR Group. Fixed compensation must be established on the basis of the skills, knowledge and competencies required to carry out the company's leadership functions, in addition to the ability to add value to CCR Group, and must be in line with market practices, referenced to the segment in which the company operates and in accordance

with the defined compensation strategy. Salary surveys will be carried out with specialized consultants in order to verify the need to update the salary ranges and salary multiples of the variable compensation. The hiring regime is the CLT – Consolidation of Labor Laws, approved by Decree-Law No. 452 of May 1, 1943. Salary changes can occur due to:

- Merit, when there is recognition of high performance skills, practice of expected behaviors and results effectively delivered in the performance of activities, resulting from the periodic evaluation of behavioral competencies;
- Promotion, due to the director's access to a more complex level than the current one, which can occur at any time;
- Re-evaluation of the position, based on a review of the position's position on the salary scale, resulting from a change in its duties and responsibilities, seeking to maintain the internal consistency of the structure of positions and salaries; or
- Adjustment, resulting from the annual adjustment of fixed compensation to the evolution of the reference market based on market research



to position the base salary at the starting point of the salary range for the respective position.

Variable compensation: linked to meeting or exceeding corporate targets and current legislation, and is currently made up of:

- **PLR – Profit Sharing:** insofar as it does not contradict the Profit Sharing Agreement, the PLR is paid annually and should be based on: (a) encouraging professionals to work to achieve better annual results; and (b) according to the nature of the function of CCR’s Statutory Director and their contribution and impact on the company’s results, always in comparison with the goals and criteria established in action programs prepared by the company. The PLR is due to members of the Statutory Executive Board who have maintained an employment relationship during the period of calculation of the Profit Sharing Program (PPLR). Cases of dismissal during or after the calculation period, death, leave of absence and similar cases will be dealt with in the Profit Sharing Agreement. The PLR has as a condition for payment (trigger) the minimum achievement of the CCR Group’s financial target and will be calculated based on predefined salary multiples according to the grade (result obtained through the job evaluation carried out using the points methodology) of CCR’s statutory director.

- CCR Group’s financial targets resulting from indicators defined and approved by the Board of Directors;
- Collective goals based on the company’s strategic objectives, and the definition and determination of the goals must be approved in specific forums, as described in the Policy;
- Individual assessment based on contribution to strategy implementation.

In the event of non-compliance with CCR’s rules, policies and/or standards by a Statutory Officer, including non-compliance with the anti-bribery management system, and duly ascertained, there may be a reduction in the PLR to be received by the Statutory Officer as defined by the Board of Directors.

▪ **PGLP – Long-Term Bonus Plan:** : the PGLP is a long-term incentive through the granting of Restricted Shares as a form of reward for the Executive Board and employees considered strategic for the CCR Group, as a result of a well-founded assessment and exceptional performance, with the aim of motivating and retaining them, as well as aligning their interests with those of the company and its shareholders for the growth and perpetuity of the company. The PGLP is based on the concept of Restricted Shares, divided into Retention Shares and Performance Shares. The PGLP’s financial incentive is based on the appreciation of CCR shares and is proportional to the achievement of the TSR target in the Performance Shares, after a predetermined vesting period, in which the awarded Employee must remain with the CCR Group. For Executive Officers, the PGLP considers a grant of a certain amount defined by the CA-CCR, which is related to a predetermined multiple of salaries based on the grade of the position held by the Employee granted at the time of the respective grant, the amount of which is converted into a number of Restricted Shares.

In order to define this value, the results of the Individual Assessment of employees whose performance exceeds what is ordinarily expected and their

adherence to the CCR culture are also taken into account. After the grace period, the grantee has the option of making redemptions up to the maximum period defined for the program. The remaining grants of the program with cash payment remain in force and are calculated according to the rules of the program available in the Long-Term Bonus Program Standard.

The aim of the policy is to ensure that compensation practices comply with the legislation, rules and regulations governing the matter, and the Compensation Policy for Directors and the Supervisory Board is based on:

- The responsibilities of the members of the CCR Board of Directors, the Statutory Executive Board and the CCR Supervisory Board, considering the different positions they hold and the functions they perform;
- In the time dedicated to their duties;
- Professional skills and reputation, in view of their experience and qualifications; and
- The value of your services on the market.

In addition to the representation of market shareholders through the participation of independent

members in the CA-CCR, the company assesses perceptions of the model practiced. A compensation assessment process is carried out periodically with the support of a specialized consultancy, with the aim of verifying competitiveness in relation to market practices.



Risk management

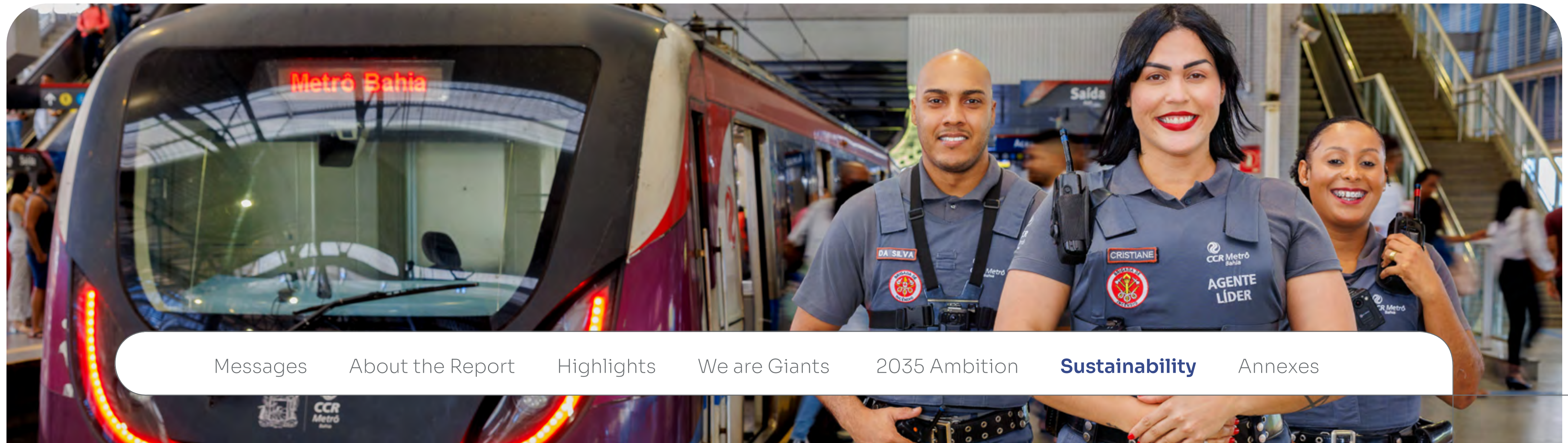
GRI 3-3 Governance, Ethics and Compliance; 2-24

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 reviewed periodically. The CA-CCR, 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 its level of risk appetite and monitors compliance with the defined risk parameters.

Risks are assessed in relation to the financial, reputational, operational, regulatory, health and safety and socio-environmental impacts on CCR Group's business operations and on decisions to increase the portfolio.

The risk appetite is aligned with the CCR Group's principles, considers tolerance levels that the company is willing to accept when making decisions in order to achieve strategic objectives, and may vary according to the risk category (Strategic, Financial, Operational and Regulatory). As an example: (i) for the Regulatory category, we do not tolerate decisions that could lead to non-compliance with laws, regulations and contractual responsibilities; (ii) for the Financial category, the appetite is limited to what is established in the Financial Policies and must be compatible with financial capacity.

The Executive Board is ultimately responsible for CCR Group's risk management. It defines the guidelines in line with the assumptions approved with the CA-CCR and ensures the resources that guarantee the proper functioning and effectiveness of risk management, promoting the integration of activities with the CCR Group's planning and management cycles, as well as validating and monitoring mitigation plans to reduce exposure to risk.





The company has a centralized vice-presidency for Sustainability, Risks and Compliance, which supports all the Business Units in supervising and monitoring compliance with the company's Policies and Regulations. Further, the following areas are responsible for risk management:

- The Risk Management and Internal Controls Area is responsible for: (a) managing the corporate risk management process, including its assessment, consolidation and prioritization; (b) playing a consultative role with risk owners, supporting them in identifying and treating risks; (c) developing and making available the necessary methodologies, tools, infrastructure and governance; (d) monitoring and assessing relevant risk events and the respective deviations from the established and approved risk appetite; (e) reporting priority risks and respective exposures; and (f) engaging in and promoting ongoing Risk Management in the company.
- The governance area promotes acculturation, guides and monitors the execution of decision-making processes in accordance with the rules established in the Bylaws, the Internal Regulations of the CA-CCR and Advisory Committees and the CCR Group's Policy on Allocations;
- The Compliance team continuously monitors a series of internal processes to identify any non-compliance with the rules defined in the Policies and Regulations, as well as checking for 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 the light of the Policies, Regulations and legislation in force and in accordance with the audit plan approved annually by the CA-CCR.

In 2024, the CCR Group made significant progress in pricing risks and defining its Value at Risk (VaR), with the implementation of standardized financial models aligned with long-term strategic planning. These models incorporated robust statistical methods, such as Monte Carlo Simulation based on historical data, allowing for comprehensive analysis.

This methodology has given CCR Group a preventive and strategic approach, with a focus on reducing risks and providing qualified support for decision-making. The risk pricing process involved 15 assets and the risks priced covered the following themes: Macroeconomic; Capex; Regulatory; Energy; and Commodities. This progress reflects CCR Group's commitment to strengthening its risk management, ensuring greater resilience and competitiveness in the market.

Information security

GRI 3-3 Governance, Ethics and Compliance, 418-1 | SASB SV-PS-230a.1, SV-PS-230a.2, SV-PS-230a.3

Risks related to data security are included in the CCR Group’s Corporate Risk Matrix and are related to the topics Information Security and LGPD (General Data Protection Law), which are part of the CCR Group’s Risk Dictionary. These themes are made up of three corporate risks:

Risk	Description
<p>Non-compliance with privacy (LGPD) inherent to the operation</p>	<p>Privacy risk inherent to the CCR Group’s operations: exposure of sensitive information and personal data of third parties, and the impacts associated with non-compliance with the General Data Protection Law LGPD (Brazil) and other data protection and privacy laws of the other countries in which the CCR Group operates, arising from:</p> <ul style="list-style-type: none"> ▪ Lack of adequate responses to security incidents involving personal data; ▪ Problems obtaining consent from the data subject agreeing to the processing of their personal data for a specific purpose; ▪ Non-transparent and/or insufficient policies, agreements, terms and conditions; ▪ Insecure data transfer and/or processing through third parties; ▪ Collection of unnecessary data for the purpose consented to by the user; ▪ Failure to comply with data subjects’ rights under the law; ▪ Vulnerabilities in CCR or third-party applications/systems that store personal data.
<p>Cyber-attacks on CCR Group’s networks, systems or computer environments and supply chain</p>	<p>The growing digital transformation of processes, such as robotization, cloud, greater connectivity and greater mobility of intellectual property, etc., increases the CCR Group’s exposure to threats of cyber-attacks and malicious codes, which can impact operations with the theft of strategic information, leakage of customer and supplier data and even interruption of activities. There are different types of cyber-attacks:</p> <ul style="list-style-type: none"> ▪ Ransomware: a virus that is not detected by the antivirus and, when executed, blocks one or more machines and/or servers. The cybercriminal charges a ransom to free up access; ▪ Malware: in the same way as ransomware, but the machine is not blocked and the aim is to capture information; ▪ Phishing: the criminal places a “lure” on the Internet or e-mail to capture users and steal data such as bank passwords, photos and personal information.

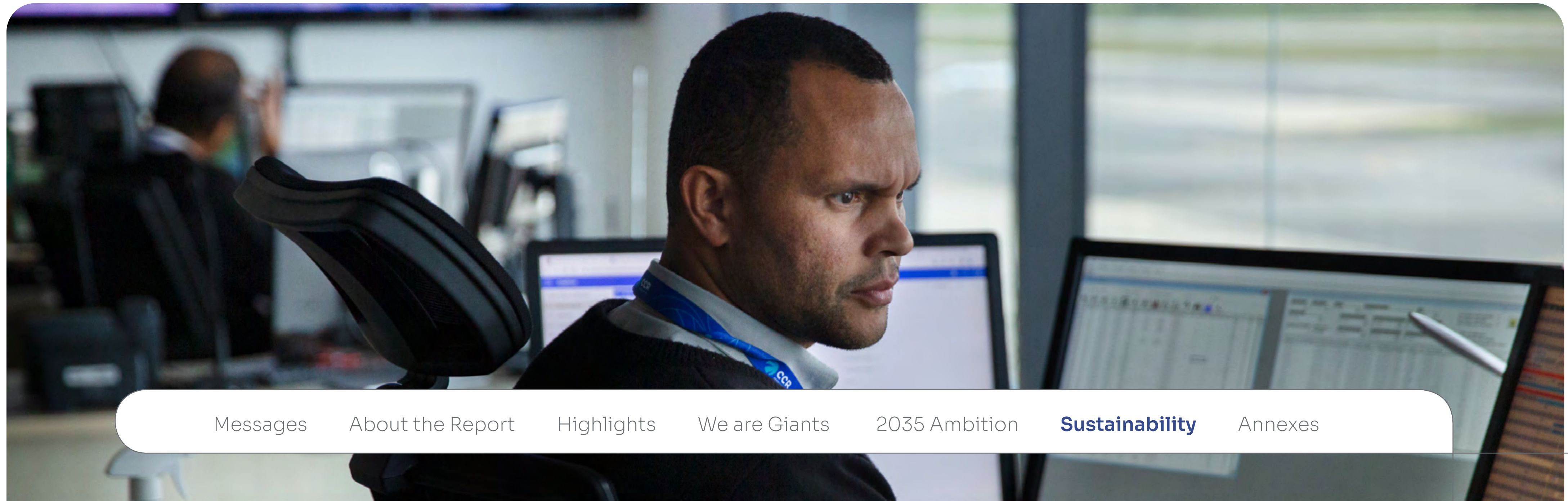
Risk

Description

Confidentiality: leakage of confidential and critical CCR Group information

Confidential information can be leaked for the following reasons:

- Undue access to CCR Group systems due to flaws in the concession process and/or lack of review;
- Vulnerabilities in the CCR Group’s systems without proper treatment and/or correction, exposing the occurrence of cyber-attacks;
- Cyber-attacks on the supply chain that do not have adequate processes and infrastructures and that do not meet the security requirements of the information specified by the CCR Group;
- Technology assets without virus protection and/or with outdated antivirus;
- Technology assets with outdated versions of operating systems and/or applications and/or without active support from the manufacturer;
- Lack of a tool and/or outdated tool to protect against unwanted email leaks (spam and/or phishing);
- No use of authentication methods that do not comply with current regulations;
- Lack of training on topics related to information security;
- Unpreparedness to deal with confidential information, especially in home-office environments;
- Lack of integrity among employees.



Information Security and LGPD risks can generate different impacts for the company if they materialize. The impacts are assessed according to the Dimensions of Financial, Reputational, Operational, Regulatory, Health and Safety and Socio-environmental Impacts. The main impacts are related to:

- Loss of credibility with stakeholders (clients, granting authority, financial market and shareholders);
- Operational interruption or degradation of operation;
- Penalty of R\$ 50 million per infraction (Brazil) - the law stipulates that all events that could lead to information leaks will be individually assessed and fined;
- These risks follow the same risk management method applied to all of CCR Group's Corporate Risks, as described in Reference Form item 5.1. The evolution of risk management issues is monitored by means of reports and assessments carried out by the Audit, Compliance and Risk Committees, which act jointly under the guidance of item 7.2 of the Risk Management Policy.
- The executive body responsible for data privacy and security is the VP of Governance, Risk and Compliance, Corporate Security and the Cyber Security area. The person responsible for processing personal data is the executive Information Security manager. The Risk Committee evaluates and super-

vises the Information Security strategy. CCR Group adopts various measures to mitigate and control Information Security and LGPD risks, the main ones are listed below:

- Internal Regulatory Instruments (applicable to all employees and third parties): Information Classification and Control Standard, Information Security Standard, Code of Ethics and Conduct: confidentiality guidelines, Personal Data Management Standard and Normative Instruction on Compliance with the LGPD.
- Strategic Information Security Plan: establishes the realization of several corporate projects to increase the maturity of the CCR Group's environment, among them:
 - External and internal invasion tests;
 - Technology mechanisms: antivirus, edge firewall, IPS - Intrusion Prevention System (detects attacks, behavior), antispam, content filters, internal firewall (protects from one network to another), URL restriction;
 - Access management;
 - Incident management;

- Notebook encryption;
- Security packages (WSUS) for some Microsoft applications (Windows, for example);
- Segregation of operational and administrative networks;
- Data Loss Prevention;
- Information classification;
- Threat intelligence;
- Communication and dissemination of information on the protection and classification of information and information security;
- Cybersecurity training;
- Internal and external audits on data privacy and operational security systems.

In the year 2024, there were no accidents involving data leaks.

Corporate security and business resilience

GRI 3-3 Governance, Ethics and Compliance, 3-3 Climate Strategy, 3-3 Health and Safety; 410-1

The creation of CCR Group's Corporate Security and Business Resilience department in 2024 was not only a pioneer in the business world, but also another strategic step for the company, which is reinforcing and consolidating its culture of integrity and security, making it cross-cutting in all areas. Within the company, cybersecurity initiatives go beyond purely technical aspects, also encompassing security and strategic intelligence, validated in the Corporate Security Policy.

Corporate Security aims to guide the development and implementation of a set of corrective, preventive and predictive organic (corporate) security measures, designed to protect people and critical activities that impact the business, through processes and procedures, as well as the use of technology to their advantage.

In order to support Corporate Security and Business Resilience activities, which are highly impacted by disruptive scenarios, a strategic intelligence support arm has the primary task of advising the decision-making process, in the face of mapped risks, by sharing, collecting and analyzing data, with a view to mitigating negative impacts and/or adding value to the business.

This characteristic led the company to join the Brazilian Intelligence System (Sisbin) of the Brazilian Intelligence Agency (Abin) in 2023, also in a pioneering way. In this way, the teams are prepared to share and receive information about what is happening in Brazil and around the world that could affect their activities, in real time. For example, in the event of a possible attack on airports, by communicating via an intelligence network, the teams are immediately aware of what is happening so that they can prepare and intervene quickly.

Internal training has also become more robust at CCR Group, involving all employees in security and cybersecurity measures, based on the best market practices and addressing internal procedures in order to mitigate possible attacks and invasions. Since 2023, the company has also formally maintained its corporate security policy, an important tool for institutional progress on the subject and a rapid change in the mindset of CCR Group professionals. The teams already know how to act in the event of an event that goes beyond the normality of their day-to-day operations, especially by consulting and asking for guidance on how to proceed. Likewise, the board of directors has the proactive role of auditing and noting

any weaknesses within each asset and thus sharing suggestions for improvements and good practices.

As a highlight of internal training, the teams initially applied the "CCR Way of Attending" program at CCR Airports in 2022, in which they sought to create in Security Agents their own identity in the way they attend to all the company's assets, seeking to train employees (own and outsourced) who are trained and have a humanized attitude, who respect diversity and human rights, thus mitigating any collateral damage and preserving everyone's life.

The training is divided into two stages. Stage 1 is theoretical, including the module called "Threat Perception". Module 2 aims to provide practical training on how to approach our customers, including the moderate use of force if necessary. Module 1 was given in full to all CCR Mobility Urban's Service and Security Agents (AAS), as well as the private security guards who work at the airports. Module 2 of practical training for the entire Urban Mobility Platform is scheduled for 2025.

In 2023, a second pass was made on the Airports Platform (including outsourced airport security) and, in 2024, it was applied to the Urban Mobility Platform (São Paulo, Bahia and Rio de Janeiro), reaching a total of 2,339 AAS.

Within the directorate, the discipline of business resilience is validated by the Business Resilience Policy, which is subdivided into two others: crisis management and business continuity. The teams work in parallel, always with the aim of saving lives, guaranteeing safety in the process and ensuring the company's reputation, pillars that underpin CCR Group's Business Resilience Policy. It also adopts the "situation room" as a dynamic, activated in the event of extreme events that could have tragic consequences of catastrophic proportions. This group is made up of people linked to the topic and, based on the information gathered, they make decisions to mitigate the effects of the event on the company.

In the event of a crisis, the teams also use their own communication system, called Cosafe, which was adopted in October 2024. Through it, it is possible to keep the company 100% informed in real time of everything that is happening. The tool keeps up-to-date and consolidated information on occurrences with the operational control center for each asset. On receiving the information in real time, the group has a "trigger tree", from the tip (at the asset) to the head office, and it can even reach the presidency. The program divides occurrences into four groups: interruption, emergency, crisis and disaster. For each, there is a formal action process.

The CCR Group carries out complex activities that are susceptible to various types of events and occurrences: for the four levels of criticality addressed, there are parameters and actions that must be followed, all of which are provided for in the Policy. As such, the construction of an online resilience, awareness and business resilience training course (two hours long and divided into three stages) made it possible to level out maturity on the subject throughout the company, regardless of hierarchical level and function, in addition to advanced face-to-face training courses specifically for people who deal directly with the crisis within the assets. The first version of the course took place in 2023 on the Airports Platform and, in 2024, it was extended to the entire group, involving employees linked or not to critical events.

The company also hired an external consultancy to build a Business Impact Analysis (BIA), to record and systematize its critical activity processes for all assets, including support in classifying the criticality of each event and its impact on the company. In 2024, the focus was mainly on the airport in Foz do Iguaçu (PR), the Presidente Dutra highway and lines 8 and 9 of the metropolitan trains, assets with more complex operations. In 2025, this work is expected to be applied to the other 33 assets.



In 2024, the CCR Group won the InfraConnect Award, an initiative of the National Telecommunications Agency (Anatel) and the National Land Transport Agency (ANTT), which recognizes telecommunications and infrastructure projects that contribute to sustainable development in Brazil. The company came first in the "Connectivity and Infrastructure for Crisis Management" category.

Ethics and integrity

INTELLECTUAL CAPITAL | GRI 2-16, 2-23, 2-24, 2-25, 2-26, 3-3 Governance, Ethics and Compliance, 3-3 Government Relations and 205-2 | SASB IF-EN-510a.3, SV-PS-510a.1

CCR and its subsidiaries are signatories to the UN Global Compact, especially the initiatives proposed by the Anti-Corruption Thematic Group. Our principle is to respect the laws and regulations applicable to our business, as well as our commitment to ethics and integrity in all our relationships, internal and external, private and public. These principles are part of the CCR Group's values (culture of the 3 "Is", Integrity, Integration and Impact), the guidelines of our Code of Ethical Conduct and CCR's Clean Company Policy, in line with the regulations defined by the Novo Mercado.

CCR's Integrity Program meets the requirements of ABNT NBR ISO37001 - Anti-Bribery Management System and ABNT NBR ISO37301 - Compliance Management System, and is committed to continuous improvement and the implementation of best market practices to combat bribery, corruption and fraud. In 2024, we expanded the scope of the Compliance Management System with sustainability aspects, including the process of ensuring the reporting of greenhouse gas emissions and decent working conditions, mainly related to occupational safety.

With the commitment and support of the Board of Directors, we continuously reinforce the Integrity Program, created in compliance with Law No. 12.846/2013 and its regulations, through which we guide all employees, shareholders, managers and third parties, at all levels, on the need to develop sustainable businesses and in compliance with internal policies and standards, as well as in compliance with the legislation of the countries in which they operate.

The various internal policies and standards that regulate processes and procedures are aimed at responsible business conduct, including a commitment to respecting human rights in its activities and business relations. Training sessions and internal campaigns are held periodically to publicize the policies and regulations, as well as the CCR Group's **Code of Ethical Conduct** with the aim of disseminating the guidelines set out in this Code and reinforcing the need to comply with them.

The CCR Group's Allocations Policy, approved by the CA-CCR, aims to describe the main allocations and competencies to be observed in the decision-making

processes related to the business of CCR and its subsidiaries, in line with the CCR Group's governance structure and observing the attributions of the CA-CCR and its committees, provided for in its Bylaws and in the Internal Regulations of the CA-CCR and its Advisory Committees. The competencies are predefined in the Policy on the Areas of Responsibility, which sets out the decisions that may be taken by the CA-CCR, the Board of Executive Officers or the Board of Directors of the Business Platforms.

The CCR Group's Code of Ethical Conduct, approved by the CA-CCR, aims to establish the values, guidelines, principles and responsibilities by which the managers and employees of CCR S.A. and its subsidiaries must be guided when relating internally to society, public authorities or any third party when carrying out their activities



It establishes, among other guidelines, the premises in relation to human rights and the work environment in order to make clear CCR Group's commitment to these issues, as detailed in chapter 3: (i) no tolerance for any form of violation of human rights, (ii) the requirement for cordiality in relationships and (iii) the prohibition of possession of weapons or illicit drugs or alcoholic beverages on its premises. All CCR Group employees, managers and board members must fill out a declaration of awareness of and adherence to this Code of Ethical Conduct on the electronic compliance platform. The declaration must be completed when hiring new employees and renewed annually, as well as when returning from leave.

In addition, a **Clean Company Policy and Anti-Bribery and Anti-Corruption Policy**, also approved by the CA-CCR, is in place to promote the fight against bribery and corruption in all the operations of CCR S.A. and its subsidiaries, both in relations with the public administration and in the sphere of private relationships and those of its employees. In addition, all CCR Group managers, fiscal advisors and employees must fill out an annual declaration of awareness of and adherence to this Policy on the electronic compliance platform.

2024 compliance highlights

28

communications to the internal and external public about policies, procedures and improvements in the Integrity Program

1,041

face-to-face training through visits by the Compliance and Risks team to all units

14,603

employees trained via distance learning, reaching 98% of the target audience

192

monitoring tests to measure the effectiveness of controls and adherence to policies and standards, resulting in 287 action plans for improving internal controls

9

employees appointed to act as Compliance Ambassadors (51 ambassadors in total distributed throughout the units)



Confidential channel

GRI 3-3 Governance, Ethics and Compliance; 2-25, 2-26 | SASB IF-EN-510a.3

The Confidential Channel is managed by a specialized third-party company, which operates seven days a week, 24 hours a day. All reports are recorded there with a guarantee of anonymity, impartial investigation and non-retaliation. The third-party company receives the report and handles the initial flow of referrals, depending on the person being reported and the content of the incident, entering the impact classification.

The CCR Group's Compliance area is responsible for dealing with and investigating all reports submitted by the outsourced company and for sending relevant cases to the Commission for the Study and Application of Disciplinary Measures (CEAMD) for deliberation, with the exception of those registered against the areas of the Vice-presidency of Sustainability, Risks and Compliance, the Board of Executive Officers and members of the CA-CCR. These reports are forwarded to and dealt with by the Coordinator of the Audit, Compliance and Risks Committee. Employees are encouraged to report any fact, act or omission that they suspect may violate any of the CCR Group's rules and/or policies, as well as any laws of the country, and must always act in good faith.

The CCR Group has a **Consequence Management and Non-Retaliation Policy**, which addresses issues related to disciplinary measures applicable in the event of non-compliance with any of its internal policies and procedures and the country's laws. The company's principle is to have zero tolerance for acts of retaliation, directly or indirectly, by leadership or anyone else, against bona fide reporters, even if the occurrence is unfounded. Any employee who attempts to punish, retaliate against or subject a bona fide reporter to any kind of unfair treatment or retaliation will face disciplinary action.

Inappropriate use of the Confidential Channel, on the other hand, if used to make false or malicious accusations, could result in disciplinary action being taken against the reporter who does not act in good faith. The Code of Ethical Conduct sets out the guiding principles for professional relations, with the aim of maintaining a safe working environment that respects diversity in all its aspects. It applies to managers, employees and third-party contractors who act on behalf of the CCR Group and establishes the Confidential Channel and other compliance channels for recording incidents, as well as disciplinary measures as set out in the Consequence and Non-Retaliation Policy.

The company periodically carries out mandatory and refresher training for its employees, as well as awareness campaigns and additional training in line with specific demands identified in the course of business management. Training takes place in person and/or online (depending on the case) and covers all CCR Group companies. The company has an internal training platform (compulsory and non-compulsory), with the aim of making employees aware of internal guidelines and processes and fostering their attendance and continuous updating.



CCR's Confidential Channel received 2,255 reports in 2024, an increase of 23% compared to 2023, in response to the communications and training carried out, demonstrating the increased confidence of our employees and stakeholders in the systems that make up the Integrity Program.

The training sessions cover the company's various critical issues and processes in line with the premises established in the Policies and Regulations, such as: Integrity Program, risk management and internal controls, governance model and approval levels, purchasing and contracting process, good management practices, leadership and other people and compensation topics, safety culture, diversity and inclusion, awareness-raising on topics such as gender, LGBTQIAPN+, race and people with disabilities, inclusive communication, inclusive leadership, training for the Attraction and Selection and Safety teams with a focus on the inclusion of people with disabilities. The Diversity and Inclusion Program was expanded to support the identification of good Diversity and Inclusion practices, with representation from CCR's businesses, as well as markers from minority groups and/or people allied to this agenda.



Conflict of interest

GRI 3-3 Governance, Ethics and Compliance; 2-11, 2-15, 2-23, 205-1 | SASB IF-EN-510a.3

CCR Group has policies that help monitor potential conflicts of interest, in addition to requiring its managers to declare any situations, events and contexts linked to corporate participation or appointment to management positions in other companies, including suppliers or any third parties, kinship with other employees or public officials and positions held in the Public Administration. Once these declarations have been received, potential or actual conflicts of interest are analyzed and dealt with by the Compliance area in order to properly mitigate the risks involved.

CCR's Related Party Transactions Policy contains a specific provision stating that, when there is a conflict of interest, the party must absent themselves from the discussions. In cases of potential or actual conflict of interest by directors, the Vice President of Sustainability, Risks and Compliance submits the situations for evaluation by the Audit, Compliance and Risks Committee (CAC), made up of independent members.

The purpose of the New Business Policy is to establish guidelines and procedures to be observed when CCR Group engages in new businesses, with the aim of enabling the execution of lawful, sustainable businesses that guarantee the perpetuity of CCR Group. Among other points, it expressly establishes that the company's engagement in new business must take place in strict compliance with the applicable competition legislation, and it is strictly forbidden to make any kind of agreement, negotiate to convince possible competitors to desist from participating in public tenders or equivalent procedures, or blackmail in any other form in order to obtain undue advantages or restrictions on competition of any kind.

None of the members of the company's CA-CCR are CCR executives, and the positions of CEO and chairman of the CA-CCR cannot be held by the same person



Policies and standards in force in 2024 on ethics and transparency

GRI 2-23

- Risk Management Policy*
- Compliance Management System Policy*
- Clean Company Policy and Combating Corruption and Bribery*
- Social Responsibility Policy*
- New Business Policy
- Standard for Interaction with Public Agents*
- Integrity Program Manual*
- CCR Group Code of Ethical Conduct*
- Code of Ethical Conduct for Third Parties*
- Donations and Sponsorship Policy
- Consequence Management and Non-Retaliation Policy
- Rules of Behavior during Election Periods
- Conflicts of Interest Policy

*The public documents cited can be found in the Codes, Policies and Shareholders' Agreement section at www.grupoccr.com.br/esg/governanca



OPERAR + SEGURO

SEGURANÇA NUNCA É DEMAIS

Zero accident culture

GRI 3-3 Health and Safety, 403-1, 403-2, 403-3, 403-4, 403-5, 403-7, 403-8, 403-9



The occupational risk management that results in our occupational health and safety management system is implemented at CCR’s business units in accordance with the standards and guidelines of Brazilian legislation and international conventions, and is supervised by qualified professionals from the company itself who meet the expectations and requirements of the responsible bodies, such as occupational physicians and nursing staff (focused on occupational health), engineers and occupational safety technicians (responsible for internal audits, inspections, technical reports, indicators, prevention programs and plans). Both teams are responsible for applying the most diverse training on Regulatory Standards (NR) and internal guidelines for each platform.

All activities and workers are covered by the occupational health and safety management system, but certain activities require targeted action due to the criticality of exposure to risks that have been identified, classified and mitigated by safety procedures and the supervised use of individual and collective protection equipment. All these processes are governed by a set of corporate procedures and disseminated by the “Operate + Safe” manual, following legal requirements and the foundations of the integrated corporate health concept. In this way, we have managed to develop sustainable processes, with conti-

nuous improvement, which has resulted in lower frequency rates of undesirable events in recent years.

The CCR Group, committed to the principles of the United Nations (UN) Global Compact, believes that reducing the risk of accidents to employees, customers and third parties who provide services at the concession units is essential to generating value for shareholders and other stakeholders in a sustainable manner and in line with the corporate purpose.

On the Airports, Urban Mobility and Highways platforms, as a result of the characteristics of the operations, risk scenarios are present and are mapped by Preliminary Hazard and Risk Analyses. The risks inventoried in the Risk Management Program (RMP) are added to the plans that contain actions to maintain control measures, improve and implement new barriers against incidents and accidents.

The set of safety controls and procedures must be followed by both in-house professionals and service providers, with the aim of achieving zero serious accidents in all business units.

Among the measures adopted are risk analyses, work permits, execution procedures that determine engineering, collective, organizational and individu-

al protection control measures. Routine operations include the installation of warning signs and protective barriers to avoid collisions with vehicles, machinery and equipment, and training requirements for carrying out activities involving interaction with the electricity grid, isolation systems and the blocking of dangerous energies, among other aspects. The management and operational leaders at the units are responsible for following up and monitoring compliance with these guidelines.

Using digital systems, the company monitors accident rates and the severity of incidents in its businesses. At the units, the programs designed to increase employee safety follow a robust set of corporate guidelines of the Operar +Seguro (Operate +Safe) program manual, which makes it possible to apply proactive tools focused on the safe behavior of own employees and service providers. The Safety Dialogues (SD), training sessions and Operate +Seguro committees are examples of meetings that deal

exclusively with the topic of safety and emphasize the importance of active care - “taking care of myself, taking care of others and letting myself be taken care of”. To this end, tools are used that focus on safe behavior, such as Behavioral Observation and the Safe Practices Index.

**EU VEJO.
EU PROTEJO!**

“I See, I Protect” program, since 2022

216,804

total number of accident prevention interventions

16,990

total number of preventive alerts reported

172,157

total number of behavioral observations made

27,657

total number of safe practices carried out.

CCR maintains policies, procedures and normative instructions aimed at guiding CCR employees and third parties on appropriate behavior in certain situations, which must not be violated. In 2024, as a step forward on the issue, five commitments for life were launched:

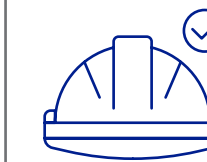
- **Aptitude and Training:** any execution of activities is conditional on the training, qualification and skills of employees;
- **Permissions and authorizations:** any critical activities are only carried out following a risk analysis with prior permission or authorization;
- **Positioning and Mobility:** movements must be made on safe paths, crosswalks and demarcated areas, adopting the use of handrails on stairs and safe practices in the use of cell phones, as well as a safe distance from suspended loads, the flow of vehicles and mobile equipment;
- **Lockout and Protection Systems:** through energy lockout, signaling and lockout testing during maintenance and adjustments to machines, systems and equipment;

- **Communication:** encouraging all safety-related occurrences, such as accidents, incidents and unsafe conditions, to be reported immediately for analysis and the implementation of preventive measures.

Also in the last cycle, the Operate + Safe program was updated, establishing 11 corporate procedures resulting in a practical manual that must be applied in all business units. To monitor performance, the Safe Operation Index was implemented, which allows us to monitor operational reliability based on human factors, using the Performance Radar model. This monitoring method allows us to analyze, criticize and improve risk management and control tools, helping managers to provide a safe and healthy working environment for employees and partners.

CCR Group treats risk scenarios with priority and full attention and, as resolution measures, maintains actions that, in addition to mitigating the risk, provide a safer place for everyone. In all units, when a risk is identified, initiatives are taken such as: retraining or training (when it is something that was not part of the employee's routine), drawing up procedures (shared by all units so that they can follow the same steps, res-

pecting their particularities), engineering measures and inspection of the environment. When, in the employee's view, the risk is serious and imminent, their right to refuse is preserved.



Zero Serious Accidents

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

The quest for Zero Serious Accidents is part of the CCR Group's strategic pillars and is also one of the material topics of this report. The company has been working on occupational safety as a condition of its existence, with initiatives aimed at continuous improvement, year after year. In 2024, this journey was also improved with suppliers and service providers, in order to ensure that they also start reporting incidents, training their teams and complying with the company's standards and guidelines, with increased efforts in the face of the growing number of construction projects. The commitment of these companies to the issue becomes a point of evaluation in the continuity of partnerships.

In the event of undesirable events, the CCR Group is committed to learning from them. Its occupational safety team is called in and sets up a root cause analysis and investigation committee, in order to ascertain all the facts and opportunities for improvement to mitigate recurrences. After the investigation, the appropriate changes are made and another cycle of guidance is given to all employees to deal with the root cause of the problem.

Health and safety training is given to employees online on the HCM platform and in person, covering various topics on both work fronts. The mandatory ones (with which CCR's business units must comply) are based on Brazilian and international legislation, with each mode having its own particularities and following certain standards. Among the most common are:

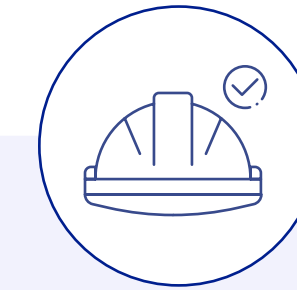
- Working at height;
- Safety and health at work in confined spaces;
- PPE and EPC training;
- Onboarding of new employees and third parties (whenever there is a new intervention in the company);

- Machinery and equipment;
- Safety in electrical installations and services.

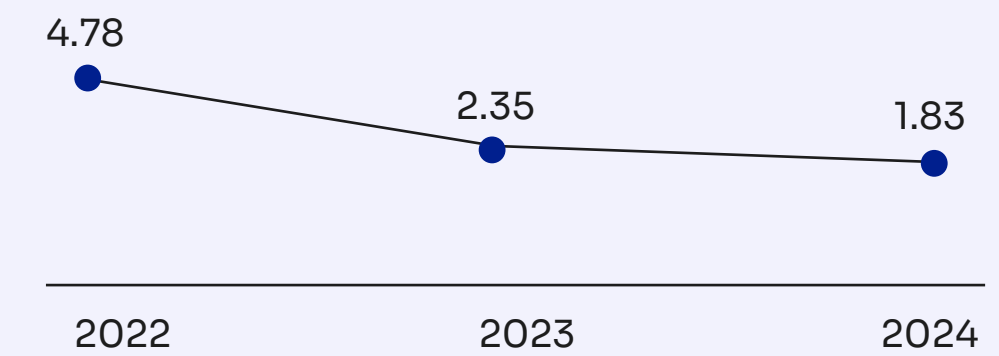
At Airports Platform, the protection of employees and partners was evidenced by the results obtained in 2024, which show excellent safety performance in the workplace. In this cycle, there were no lost-time accidents involving its own employees, which reflects the effectiveness of the preventive measures and safety culture in place. For partners working on the construction sites, an average of eight days lost per lost-time accident was recorded. With such a low number of absences, it was possible to minimize the various impacts and maintain the continuity of activities with greater efficiency.

In the same vein, the Highways Platform showed great progress in occupational safety, with a reduction in the frequency of accidents involving lost time involving its own employees.

The Mobility Platform strived to use proactive tools with a focus on safe behavior and also achieved a significant reduction in the frequency of lost-time accidents.



FREQUENCY RATE OF ACCIDENTS WITH TIME OFF FOR OWN EMPLOYEES





Occupational health

GRI 3-3 Health and Safety; 403-1, 403-3, 403-6

All CCR Group units have an occupational health and safety team, responsible for drawing up the Risk Management Program (RMP) and the Occupational Health Medical Control Program (OHMCP), whose evaluations aim to prevent, detect, monitor and control possible damage to workers' health.

All records are stored in the health and safety data management system and occupational health records, which comply with eSocial and the requirements of the General Law on the Protection of Personal Data, making it possible to define the access profile of each professional who uses this system and guaranteeing the confidentiality of their health data.

At the end of every occupational assessment, an Occupational Health Certificate (OHC) is drawn up, issued and signed by the occupational doctor and given to the worker. Employees are summoned to carry out the examinations during their working hours at set intervals, according to the risks mapped out for the job.

CCR offers its employees and legal dependents a number of benefits, including the health plan guaranteed by collective bargaining agreement, as well as the Primary Care Center (PCC), with family doctors and nurses and online or face-to-face care, seeking to encourage prevention and health promotion. In 2023, the company evolved with the Secondary Care Center (NAS), offering the specialties of psychiatry, psychology and orthopedics, with lines of care for mental health, Chronic Non-Communicable Diseases (CNCDs) and musculoskeletal diseases.

In 2024, the CCR Group launched a Health and Well-being Policy, reinforcing its commitment to ensuring an integrative health culture and a healthy work environment, acting in a holistic and collaborative way to promote the health and care of our people.

Quality of service and operational safety

GRI 3-3 Operational reliability and customer experience | SASB TR-RO-540a.1



The CCR Group works to provide comfort, agility and safety for those who use the highways, trains and subways and airports managed by the company, combining innovation, technology and best practices in engineering and constant training of its teams to transform the experience of people who use its modes on a daily basis in all regions of Brazil.

Highways

The Highways Platform, through the concessionaires, periodically participates in meetings of the Safety and Operational Quality Committee of Abcr – the Brazilian Association of Highway Concessionaires (Melhores Rodovias do Brasil), which has an annual calendar of traffic safety education campaigns according to specific themes suggested by the National Traffic Council (Contran). It also implements the Accident Reduction Program (ARP), 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 reducing deaths and injuries on the roads in line with the second Decade of Road Safety 2021-2030 established by the UN.

On the platform, the issue has seen improvements in its indicators, with significant reductions in the number of accidents, and is a benchmark for the sector on this front. Comparing 2024 with 1996, when the concessions program began, the reductions are significant:

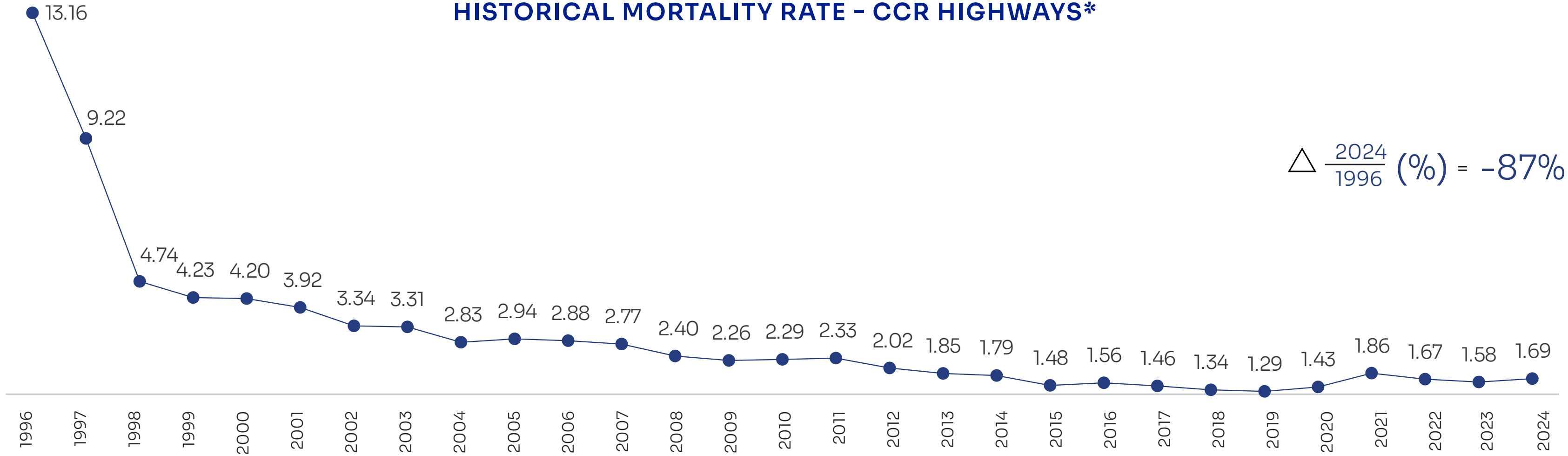
ROAD SAFETY INDICES

63%
reduction in the accident rate

66%
reduction in injuries

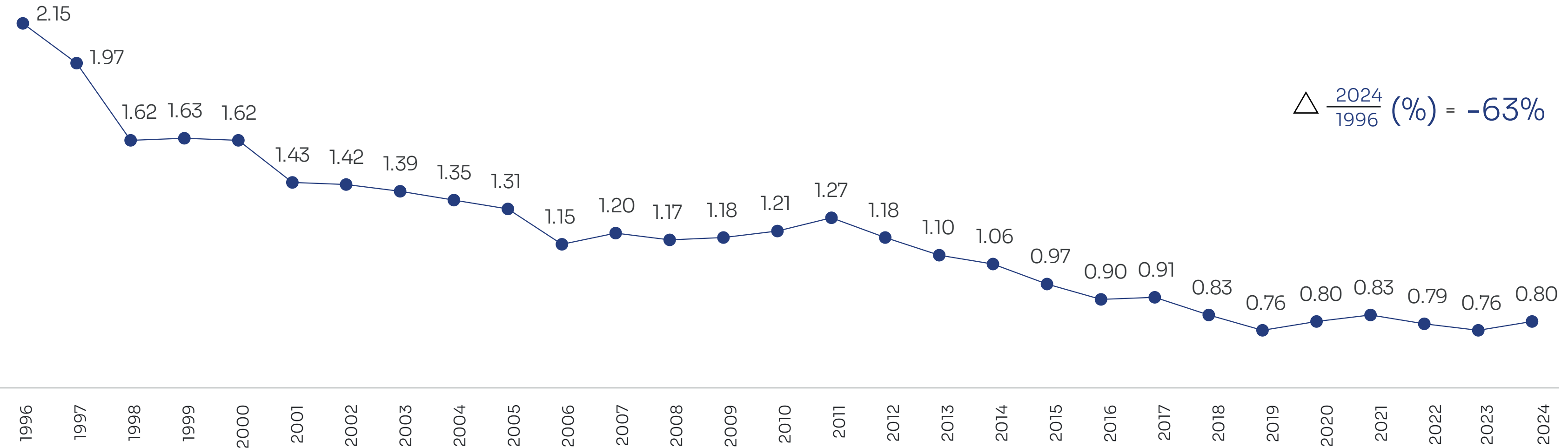
87%
reduction in fatalities

HISTORICAL MORTALITY RATE - CCR HIGHWAYS*



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

ACCIDENT RATE - CCR HIGHWAYS*



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

Emergency Simulation, Assessment, and Response (SEAR)

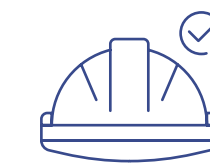
GRI 3-3 Health and Safety

Aiming to further train its teams, CCR Group maintains the “Emergency Simulation, Assessment, and Response” program (SEAR), which is designed to realistically simulate critical situations on highways in order to improve the quality and speed of emergency response.

The initiative seeks to enhance operational safety and preserve the lives of highway users by increasing the chances of survival for victims, reducing fatalities and injury severity, and minimizing potential environmental impacts (such as contamination risks from hazardous materials).

In this context, in 2024, both theoretical and practical training sessions were conducted on various highways managed by the company. These sessions covered a wide range of scenarios, actions, and topics, including firefighting, high-angle rescue, emergency signaling, vehicle extrication, suicide prevention approaches, trauma victim care, among others. A total of 5,484 employees took part in these trainings.

In addition to preparing teams for extreme situations, SEAR also aims to improve and standardize protocols, techniques, and methodologies already used by operational teams. This initiative aligns with the company’s safety culture pillar — one of CCR Group’s strategic priorities.



In August 2024, with the support of expert partners in safety — including the Fire Department — CCR Autoban held the “1st Workshop on Hazardous Materials and Multiple Victims.” In addition to a pre-simulation exercise, the event featured lectures on road safety, the transport of and accidents involving hazardous materials, and emergency response. The initiative brought together 150 professionals from various regions across the country.



Move away Movement (Movimento Afaste-se)

Since 2022, the CCR Group has been running the Move Over Movement, which aims to raise awareness among drivers about preventing accidents involving service vehicles and employees carrying out maintenance in areas where work is underway. The guidelines are simple, but have the power to save lives: when faced with roadside assistance or any activity in which there are people working on the side of the highway, drivers should reduce speed and, whenever possible, change lanes.

On advisory banners, message boards, messages on the concessionaires' websites, apps and communications at bases and operational vehicles, drivers can read messages such as "When you see a vehicle in service, change lanes" or "When you see a vehicle in service, reduce speed", as well as various guidelines on highway safety.

Currently, the Move Away Movement has 34 concessionaires, who manage around 13,700 kilometers of highways in 12 states, encouraging an effective change in behavior among highway customers, thus reducing the number of accidents and deaths.

AFASTE-SE



The aim now is to get the outsourced companies that work with Highways Platform to also evolve on the subject.

National Traffic Week

The CCR Group is a regular participant in National Traffic Week, an initiative that promotes awareness actions for motorcyclists, drivers, cyclists, pedestrians and truck drivers, as well as the company's internal public. Throughout the period, the electronic panels installed on the highways display guidance messages. The 80 or so activities carried out in 2024 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.

The program also included guidance for cyclists, reinforcement of the importance of wearing seat belts for intercity bus passengers, simulated accidents involving dangerous products and simulated blind spots between motorcycles and trucks: more than 40,000 customers were directly impacted by the actions carried out.



Aside from that, the company is also promoting a series of awareness campaigns related to the seriousness of using cell phones at the wheel and littering the windows of vehicles on highways.

Service Channels Highways

Highways Platform customers have several service channels at their disposal for emergencies, information, complaints and suggestions. Each interaction is recorded and analyzed by the teams responsible, ensuring efficient, quality service.

24/7 Emergency Service

Emergency services are available around the clock, 24 hours a day, 7 days a week, via 0800 or WhatsApp. This service is essential to guarantee safety and immediate support for road users.

Complaints Handling by the Ombudsman

Complaints received are forwarded directly to the ombudsmen of the units involved, who carry out a careful analysis and forward the demands to the areas responsible for action. After receiving the answers, the ombudsmen check whether the contractual obli-

gations have been met, assess other relevant variables and provide detailed feedback to the customer.

Reporting and Transparency

All assistance is documented and compiled in periodic reports sent to regulatory agencies, such as the São Paulo State Transportation Agency (Artesp) and the National Land Transportation Agency (ANTT). These reports reinforce CCR Group's commitment to transparency and continuous improvement.

Improving customer relations

To strengthen the relationship with customers, regular satisfaction surveys are carried out. In addition, consolidated monthly reports analyze quantitative demands and compare the results with previous periods, allowing trends and areas for improvement to be identified.

Available Channels

The service channels offered by highway concessionaires include:

- **0800 and WhatsApp:** 24-hour service for emergencies and information on all federal and state concessionaires.
- **Contact Us (via the website):** For general information and requests.
- **Ombudsmen:** Responsible for receiving, analyzing and forwarding complaints, guaranteeing a qualified response.

The CCR Group remains committed to excellence in customer service and experience, prioritizing safety, transparency and the satisfaction of all highway users.



Airports

Modernization and safety at airports

GRI 3-3 Operational Reliability and Customer Experience

Despite the sector’s challenges, the platform achieved important results during the period. In 2024, all the investments planned for the construction of airports in Brazil were made. As a result, it was able to make them more modern and safer, bringing more comfort to users in the departure and arrival halls. With an investment of R\$2 billion, it was possible to:

- Build and renovate passenger terminals;
- Adapt the parking lot and curbs to the expected demand;
- Adjust and approve the aircraft yard in accordance with the number of positions provided for in the Airport Operating Plan;
- Provide and homologate Papi (Precision Approach Path Indicator) visual approach ramp indicator systems;

- Enable Category I precision approach operations, both day and night, at specific airports;
- Implement and approve runway end safety areas (Resa);
- Adjust and approve the runways so that there are no operational restrictions;
- Provide the physical resources to inspect 100% of checked baggage;
- Install a monitoring system on the curbs to measure the permanence of each vehicle;
- Install sanitary effluent treatment system plants;
- Implement a new visual communication strategy and signage in passenger terminals.

The modernization works took place predominantly in operational areas, bringing significant changes to the usual dynamics of operations—in initiatives like this, existing regulations require the implementa-

tion of safety measures during these activities, which reflects the importance that the regulatory body attaches to the issue. Numerous investments and improvements have also been made throughout the airport community, with an increase in the number of shopkeepers in the passenger terminals, adjustments to the cargo terminals, hangars, fuel stations, car rental and services offered around the airports.

The platform works to ensure operational reliability, regulatory compliance and accident prevention, as well as identifying hazards through analysis of activities and operations, complemented by audits and inspections by Civil Aviation Security against Acts of Unlawful Interference (Avsec). In the last period, 32 Operational Safety Impact Analyses (Aisos) and Specific Operational Safety Procedures (Pesos) were published with the aim of mitigating operational risks.

Simulated exercises

GRI 3-3 Operational Reliability and Customer Experience, 3-3 Health and Safety

In 2024, the Airports Platform carried out 11 Simulated Aerodrome Emergency Exercises (Esea), ensuring a high level of readiness among the airport community to respond to possible aviation emergencies. It also held seven Simulated Security Exercises, assessing the effectiveness of Avsec contingency plans and standardizing crisis prevention and response methodologies. Also in this cycle, it carried out the Operational Resumption Simulation at Curitiba Airport, planned and executed with the aim of developing, in partnership with the main links in the Brazilian civil aviation system, technical guidelines to support and strengthen the decision-making process related to maintaining the minimum operational conditions of a runway in contingency situations.

The exercise improved the ability to respond in critical situations and will result in the preparation of a manual of good practices and technical guidelines, which will be a reference in the sector, contributing to the standardization of procedures and raising ope-

ration safety standards in Brazil. The learning reinforced the importance of a collaborative approach, in which each link in the system plays an essential role in the continuity of airport operations, even in the face of complex adversities.

In order to receive and remedy any negative impacts, the concessionaires of the Airports Platform have an integrated service system, consisting of the 0800 service channel, the ombudsman's office and complaints registered on Reclame Aqui. It is through this system that all complaints are captured, registered and duly dealt with, allowing the concessionaires to act more quickly, actively and systemically, especially on issues considered potentially critical/sensitive. Complaints are registered and captured through: (i) the form available on the organization's website, (ii) social networks, (iii) the ombudsman's own email and also (iv) through the 0800 call center.

All the complaints registered, as well as being duly dealt with within the reporting system, result in data and information that feeds into strategic dashboards and management reports to follow up and monitor the most sensitive points and/or those with a negative impact. In addition, as part of their

contractual obligation, the concessionaires periodically draw up action plans with the main points of complaint, which go through a consultation process with interested parties, such as airlines. There is also a specific process for dealing with points considered to be highly critical.

As a result of the process, all suggestions and/or complaints are analyzed and, where applicable, the improvements implemented are informed to the related parties. The effectiveness and process of complaint mechanisms can be verified through evaluations within the registration system itself, direct contact with the end user for feed-back, follow-up of complaints and/or complaints about the system itself and the process as a whole, and lack of recurrence/return of a particular point already dealt with.



Urban Mobility

GRI 2-6

The concessionaires of the Urban Mobility Platform have service channels for monitoring customer queries and complaints. This work is centralized in ombudsmen's offices which analyze complaints and demands and, if necessary, forward them to the respective areas for action. Complaints are recorded in specific systems, such as KCOM, Sigom and KSAC - they can be audited (when necessary) and generate indicators for monitoring and for consultation by internal and external audits. The ombudsmen organize training for the service teams and carry out customer satisfaction surveys to identify points of attention and opportunities for improvement.

The concessionaires have 0800 service channels, a Contact Us form (via the website), e-mail and WhatsApp (via chatbot), and some even have specific channels. This is the case of CCR Metrô Bahia, with its Itinerant Ombudsman and Active Ombudsman. Most operations have their own social media (usually Facebook, Instagram, LinkedIn and X), which act as an interface for first contact and forward complaints, grievances and demands to the relevant channels. Response times vary between 5 and 20 days depending on the utility, with the exception of refunds and legal issues.

Strategic partnerships in the airport ecosystem

GRI 2-6

In addition to using resources to guarantee operational reliability, Airport Platform understands the importance of a collaborative ecosystem, which allows for the exchange of knowledge and the development of partnerships to generate greater agility in solving problems, expand growth opportunities and accelerate innovation in the airport sector. As a result, it strengthens its ability to anticipate and mitigate risks, promote a culture of safety and expand its influence in the sector, generating a positive impact on the civil aviation community. In 2024, the platform played a leading role in important airline industry groups, with significant contributions:

- Brazilian Aviation Security Team (BAsE): works to promote technical evolution in Aec in Brazil, developing projects and actions aimed at the continuous improvement of civil aviation security, and is vice-president of the Baset Group.
- Brazilian Airport Infrastructure Operational Safety Group (Baist): proposes and promotes im-

provements in the operational safety of Brazilian airports, contributing to raising civil aviation safety standards in the country, coordinating one of the working groups dedicated to these initiatives.

- Airports do Brasil (ABR): coordinates a working group dedicated to carrying out technical analyses aimed at strategic and collaborative initiatives, with the aim of improving operational efficiency, sharing good practices and overcoming the sector's challenges, contributing to the ongoing development of civil aviation.
- Genome Project, of the Ministry of the National Civil Aviation Department of the Ministry of Ports and Airports (SAC/MPor): the Airports Platform works with the supply of genetic material of species not identified in events of collisions with aircraft of some airports of the Airports Platform, of which the SAC believes it is important to have samples of these airports in its study base.

Throughout 2024, the Platform carried out important actions:

Specialized Training Center – Breaking Brasil in Capão Redondo

In 2024, ViaMobility, the operator of Line 5-Lilac, and the CCR Institute organized a recreational event to celebrate children’s month. There were various entertainment and fun activities on site, including inflatable toboggans, a bouncy castle, a ball pool, as well as free stalls with snacks, popcorn, cotton candy and hot dogs.

As well as recreational activities for the children, ViaMobility and the CCR Institute promoted the Paths to Health action, in partnership with Projeto Help. Families attending the event had the opportunity to receive care from volunteers trained to take in people at risk, in a campaign to raise awareness about the importance of mental and emotional health.

Pathways to Health Program and Project Help

During the month of September 2024, customers of lines 8 - Diamond, 9-Emerald, 5-Lilac and 4-Yellow were able to count on another edition of the Paths to Health Program and Help Project. In addition to free blood pressure checks and massage therapy, in the

month dedicated to raising awareness about the importance of mental and emotional health—Yellow September—customers received cards with messages of support and motivation prepared by volunteers especially to bring positive messages to CCR customers.

International Day of People with Disabilities

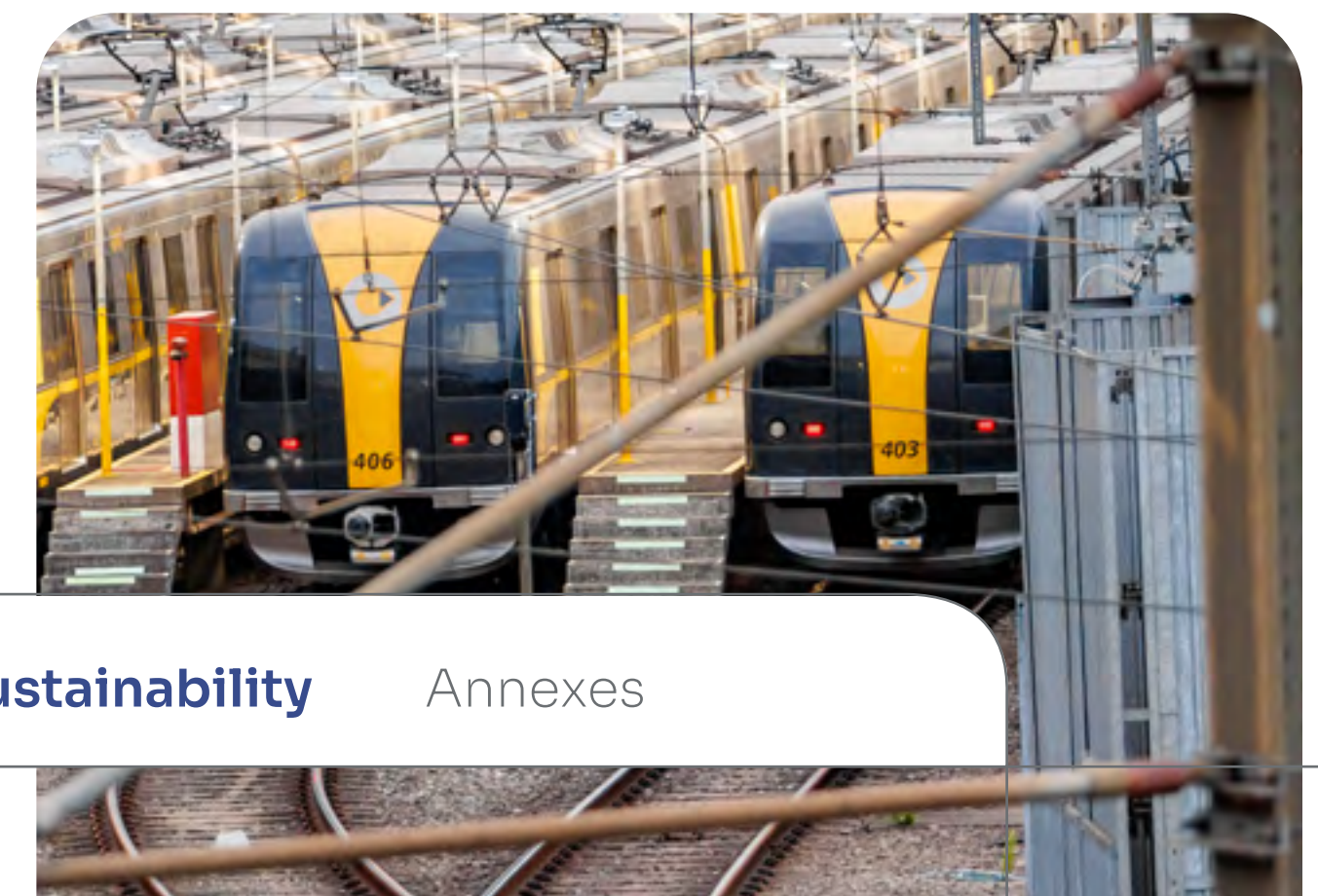
ViaMobility Line 5-Lilac has announced an innovation to make boarding and disembarking easier for people with disabilities (PCD). From January 2025, a pioneering model of fiberglass ramp will be implemented, designed to offer customers greater accessibility and safety. The equipment, which is 30% lighter than traditional ramps, has flexible and adjustable surfaces, as well as a folding design that simplifies handling without compromising the operation of trains and automatic doors.

The innovative model of the accessibility ramp will benefit the approximately 3,000 disabled people transported each month on Line 5-Lilac, which connects important hospitals and treatment centers, such as Santa Casa de Misericórdia de Santo Amaro, Hospital do Servidor Público Estadual, Hospital São Paulo and the Association for Assistance to Disabled Children (AACD).

Also as part of the project to offer greater accessibility and convenience to people with disabilities or reduced mobility, ViaMobility completed the installation of self-service totems at all stations on Line 5-Lilac in 2024. Through the equipment, customers can call the Operational Supervision Room (SSO) to request assistance.

There are 34 terminals installed on the platforms of the 17 stations and strategically positioned in front of the doors intended for boarding and disembarking people with disabilities (the first carriage), with the aim of facilitating communication in the event of the need for support. Through this device, it is possible to request the support of the concessionaire’s service and security agents whenever necessary.

The equipment also has Braille text so that people with visual impairments can read it, making it accessible and inclusive.



Reducing climate risk and environmental footprint

NATURAL CAPITAL | GRI 3-3 Climate Strategy; 3-3 Operational Reliability and Customer Experience | SASB TR-RO-110a.2

Climate strategy

GRI 3-3 Climate Strategy; 201-2 | SASB TR-RO-110A.2

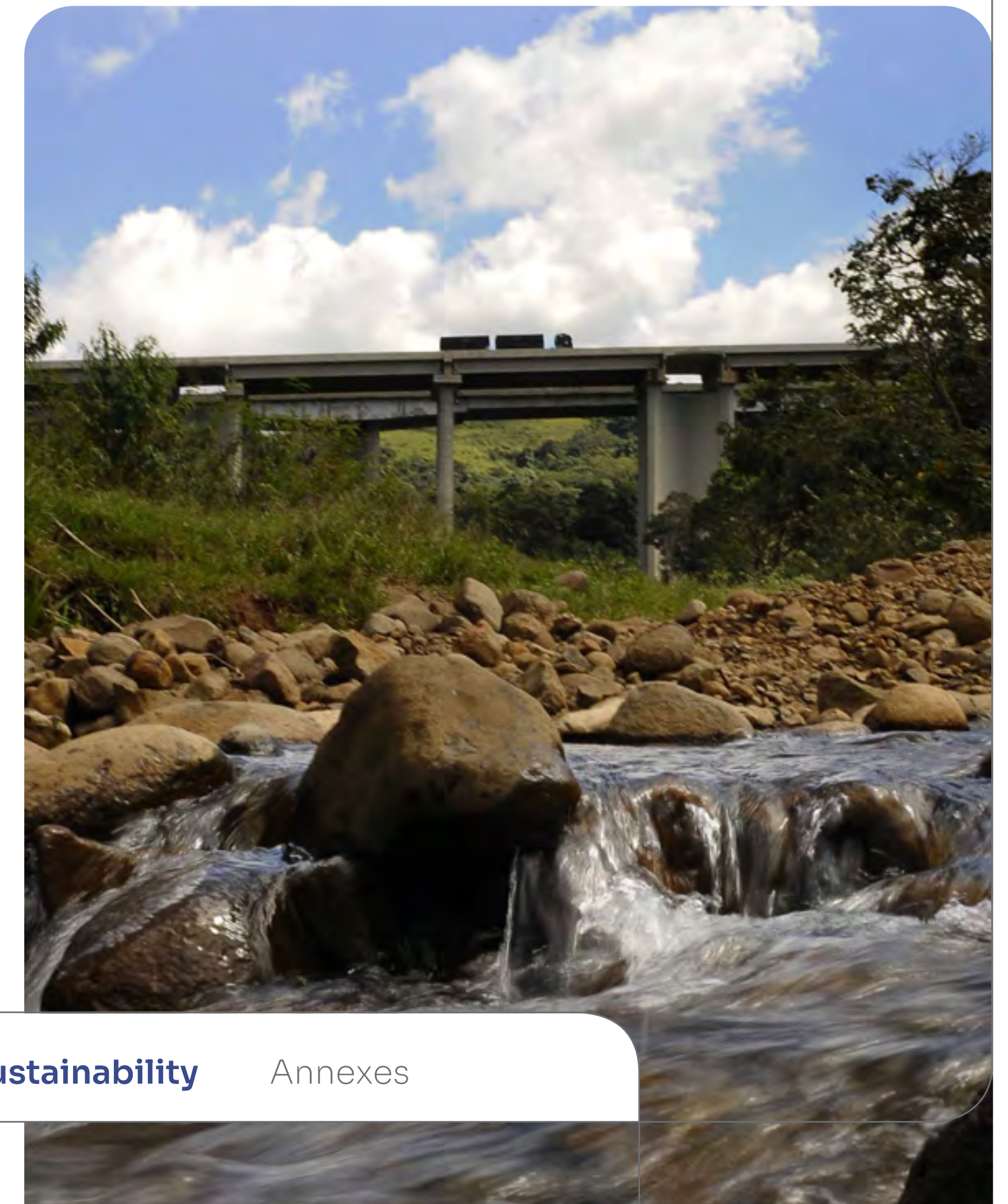
The CCR Group has a climate change strategy that is based on climate mitigation and adaptation, with a specific policy for its direction. The real and potential negative impacts are the direct and indirect greenhouse gas (GHG) emissions generated by its activities. For example, the use of fuel for land vehicles, the use of inputs for construction work, the generation of waste and electricity. At the same time, it operates on urban mobility fronts that promote the use of public transport and in the development of innovations and energy solutions that reduce emissions and result in positive impacts.

It has also adopted measures such as preventive and predictive maintenance inspections and controls on roads, highways and ferries, the use of biofuels in its light fleet and energy generation through its own photovoltaic plants, among many other initiatives. The assets managed by the CCR Group also suffer negative impacts from climate change, such as what happened in 2024 on one of the highways under its concession in Rio Grande do Sul, the BR-386, betwe-

en Canoas and Carazinho, was the most affected and was flooded after the extreme weather events in May.

The **Climate Change Policy** aims to establish commitments and guidelines for managing the risks, impacts and opportunities of climate change in CCR Group's business, as well as to adapt to its effects and reduce greenhouse gas emissions in operations. It establishes four major guidelines, transversal to the entire company, in line with the international effort to limit global warming to 1.5°C by 2033, as defined in the Paris Agreement.

The guidelines, detailed on the following page, are: Governance and Culture; Mitigation and Adaptation; Integrity and Transparency; Engagement and Leadership.

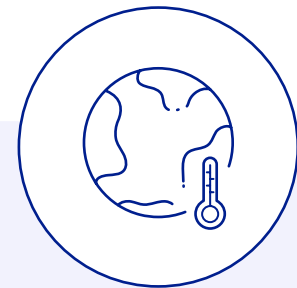


Climate change policy guidelines



GOVERNANCE AND CULTURE

Creating governance processes and structures that guarantee the effective implementation of the company’s climate strategy. This involves integrating risks and opportunities related to climate change into decision-making processes, as well as ensuring that targets and metrics are continually adjusted in accordance with national and international regulations. The organizational culture must incorporate sustainability and climate change mitigation into day-to-day operations.



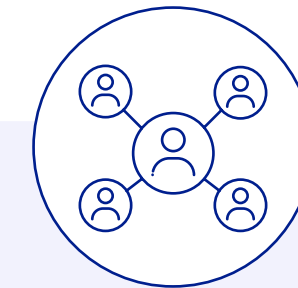
MITIGATION AND ADAPTATION

Assessing climate risks, both physical and transitional, that could affect the business and look for new opportunities to reduce GHG emissions and explore new markets and technologies. The company should engage with its stakeholders to better understand the impacts of climate change and implement mitigation and adaptation actions.



INTEGRITY AND TRANSPARENCY

Ensuring transparency in the management of its GHG emissions, publishing an annual inventory of these emissions and submitting it to an independent audit. Disclose the rules and policies related to climate change to employees, investors and other stakeholders, encouraging engagement and recognition of the company’s actions in the field of sustainability.



ENGAGEMENT AND PROTAGONISM

Actively participating in cross-sector initiatives and forums on climate change in order to improve accounting and emissions mitigation practices. Participation in networks and initiatives such as the GHG Protocol, CDP and the UN Global Compact aims to anticipate trends, improve the company’s strategy and strengthen its leadership role in tackling climate change, both nationally and internationally.

The issue of climate change was one of the pillars worked on by CCR throughout 2024. The CCR Group understands the importance and urgency of the issue, especially in its direct relationship with the company's business, which is constantly preparing for climate challenges in the face of a scenario of uncertainty, taking on the role of leading these discussions and proposing alternatives, including with the granting authority.



In a pioneering initiative, in 2024 the CCR Group was a protagonist in the creation of a Transportation sector coalition for COP-30, with the participation of several companies in the sector, representatives of civil society and trade associations. The aim of this alliance is to contribute to the government by consolidating the vision of the different players and developing the plan needed to address the commitments made by Brazil regarding the decarbonization of the transport sector. The initiative is led by the Brazilian Business Council for Sustainable Development (CEBDS), the CCR Group and Insper's National Sustainable Mobility Observatory. The results of this alliance will be delivered to the government and shared with society in order to influence discussions and the drafting of the Climate Plan, representing the CCR Group's strong commitment to the climate agenda and to the holding of the 30th edition of the Conference of the Parties (COP-30), to be held in Belém (PA) in November 2025.



Climate risk assessment

GRI 201-2

The main objective of the Climate Risk Assessment is to analyze the physical risks of the different assets of CCR's business platforms (Highways, Mobility and Airports) and the transition risks that may affect the CCR Group's business, in the 2030 and 2050 horizons, considering the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). In order to identify and assess the physical risks, the climate scenarios of the sixth assessment report (AR6) of the Intergovernmental Panel on Climate Change (IPCC) were considered.

The topic of Climate Change, present in the CCR Group's Corporate Risk Matrix and Risk Dictionary, is made up of physical risks and transition risks, based on their nature, following the TCFD classifications.

- Physical risks (chronic and acute): the increased frequency and severity of extreme weather events in the regions where CCR Group operates are 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 Market, Reputation, Technology and Political and Legal categories are assessed. These risks are relevant in the context of a transition to a low-carbon economy and could affect the CCR Group's business.

The climate change risks mapped follow the same risk management method applied to all of CCR Group's corporate risks, and can generate different impacts in the short, medium and long term. Their evolution is monitored through reports and assessments by the Audit, Compliance and Statutory Risks Committee, which acts under the guidance of the Risk Management Policy.

Impacts are assessed according to the Impact Dimensions of CCR's Corporate Risk Management: Financial, Reputational, Operational, Regulatory, Health and Safety and Social and Environmental. In terms of impact, information on demand for use and revenue generated by each CCR Group asset is also taken into account. To analyze the probability of climate risks, the IPCC climate scenarios (SSP2-4.5 and SSP3-7.0) are considered for physical risks, and the NGFS scenarios (NDC and Net Zero) for transition risks and climate opportunities. The implications of the occurrence of climate threats on operations are regularly assessed, by type of asset, based on dialog

with the focal points to gain a better understanding of the exposure of each asset to climate risks.

In 2024, the risk of climate change combined with the occurrence of El Niño, influenced the intensity of rainfall in the state of Rio Grande do Sul and adversely affected CCR Group's operations in the following aspects:

- Impact on financial performance: the roadblocks and flight cancellations at the airports managed by CCR Group had a significant impact on financial performance, including (a) reduced revenues due to the temporary suspension of operations and flight cancellations; (b) increased assistance and remediation expenses; and (c) restoration and recovery costs.
- Increased operating costs and investments: the subsidiaries had to make investments to resume suspended operations and carry out work to recover the affected stretches of highway and redo the projects that were underway.
- Additional regulations: the event may also lead to additional environmental regulations and accelerated approvals, and failure to comply with the requirements may result in fines and other regulatory penalties, as well as additional costs for compliance.

- Increase in insurance costs: the event may accelerate the increase in the insurance costs of subsidiaries, and subsidiaries may not be able to obtain insurance for certain risks.

Corporate risk management integrated with climate risk analysis across different time horizons enables a proactive response to extreme events, strengthening the company's resilience in the face of climate adversities.

Climate resilience plan

GRI 3-3 Climate Strategy, 3-3 Operational Reliability and Customer Experience, 201-2 | SASB TR-RO-110a.2

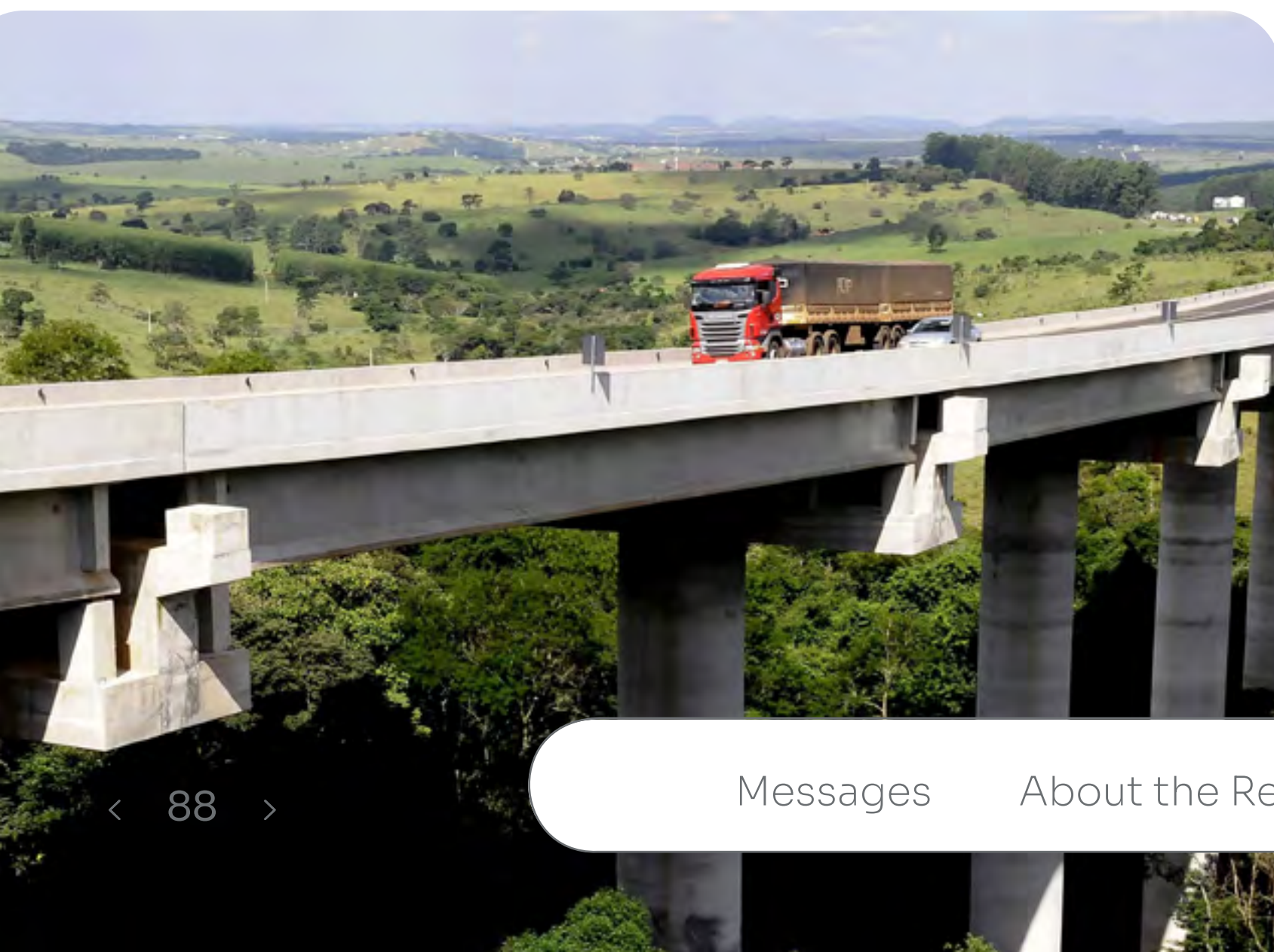
Under the management of the Corporate Security and Business Resilience Department, the CCR Group has entered into market partnerships to implement climate resilience plans by 2025 in view of the frequent scenario of extreme weather events. This initiative considers the presence of the company's assets in different biomes and aims to accelerate the search for security and protection solutions for its customers.

These alliances include companies such as Climatempo, the National Center for Monitoring and Alerts for Natural Disasters (Cemaden) and MeteolA (a technology startup focused on developing artificial intelligence models for predicting climate variables and their impacts). They will help map every kilometer of road, rail and airport area and identify the exposure of these infrastructures, issuing alerts about the criticality of each situation, rain, smoke plumes, fires, with the information consolidated in real time.

This initiative allows for early and agile measures to be taken at the beginning of each incident, in a coordinated manner across the entire company, assisting defense agencies (such as Civil Defense and firefighters) and developing action plans. The operation and analysis were implemented in mid-2024.

With the plan fully implemented, rain gauges will be installed at critical points for continuous monitoring, and teams will be trained to deal with natural disasters.

The study is strategic for CCR, as it enables the company to assess projects (non-emergency, planned, major renovations, asset assessment, etc.), including an analysis of cost impacts. Today, assessing climate aspects is part of the engineering and maintenance schedule. The CCR Group's Corporate Resilience area also sends alerts via email to employees and customers in the event of more challenging climate events, such as storms, safety recommendations and how to deal with that particular situation, as well as practical tips for everyday life.



In May 2024, The Highway Platform demonstrated its ability to respond to environmental crises, reaffirming its commitment to safety and operational continuity. A striking example was the response to the historic floods that hit the region served by CCR Via-Sul, interconnected to CCR ViaCosteira, in Rio Grande do Sul. The heavy rains left part of the road infrastructure submerged, representing one of the biggest climatic challenges faced by the company in recent years. The agility and preparation of the teams were decisive in overcoming this event. Operations were restored in record time, guaranteeing safety and efficiency standards.

In addition to the immediate response, the company is investing in the future. With an investment of R\$250 million, projects are underway to recover the infrastructure of the BR-386, BR-290 and BR-448 highways, with completion scheduled for the second half of 2025. These works are guided by the strategy of making the group's assets more resilient to climate change. The engineering projects developed for the reconstruction already take into account the new climatic conditions projected for Rio Grande do Sul in the coming years, including robust planning to mitigate the impacts of extreme events resulting from global environmental transformations.

This event showed the teams' ability to intervene with agility, which is one of CCR Group's strengths in crisis management, restoring operations to the expected standards. This is the second time weather events have affected a CCR asset. The first was in 2022,

when heavy rains caused devastating impacts on the infrastructure of the Rio-Santos highway (BR 101).

In this context, the new federal contracts already include funds specifically earmarked for climate resilience projects. In the state of São Paulo, the granting authority is also showing growing concern about the issue, demanding detailed reports on the actions and measures taken by concessionaires to make infrastructure more prepared to face extreme weather events. In addition, the process of continuous learning has enabled the implementation of significant advances in operations, such as the use of rainfall indicators that make it possible to issue preventive alerts, allowing, for example, the closure of highways in advance, thus avoiding accidents.

The Airport Platform has acted diligently with non-compulsory investments at Pampulha airport in Belo Horizonte (MG) to combat the impacts caused by heavy rainfall in the region. In a climate resilience project, after taking over the concession, the platform adapted the drainage system and its surrounding area, with a R\$15 million project to install a rainwater containment system and adapt the drainage system to combat the recurrent floods that occur in the region.

With regard to Foz do Iguaçu Airport, during the works to extend the runway carried out by the former airport operator, there were infrastructures that were not executed, such as the adaptation of the rainwater collection and containment system at the headland. This lack of a containment system left the land next

door vulnerable to flooding, which is why in 2024 the entire system was adapted so that there would be no more flooding events next door.



Decarbonization plan

GRI 3-3 Climate Strategy; 305-1, 305-2, 305-3 | SASB TR-RO-110a.1

The construction of CCR’s Decarbonization Plan began in 2021 and involved diagnosing GHG emissions from production activities and energy consumption (scopes 1 and 2) and in its value chain (scope 3). In addition, scenarios of future emissions were analyzed and opportunities for reduction in various processes were identified. In 2022, it submitted its science-based targets for reducing GHG emissions to the Science Based Targets Initiative (SBTi) and, in 2023, received approval from this initiative. With this, CCR becomes the first company in the infrastructure sector in the country to make a public commitment to decarbonization.

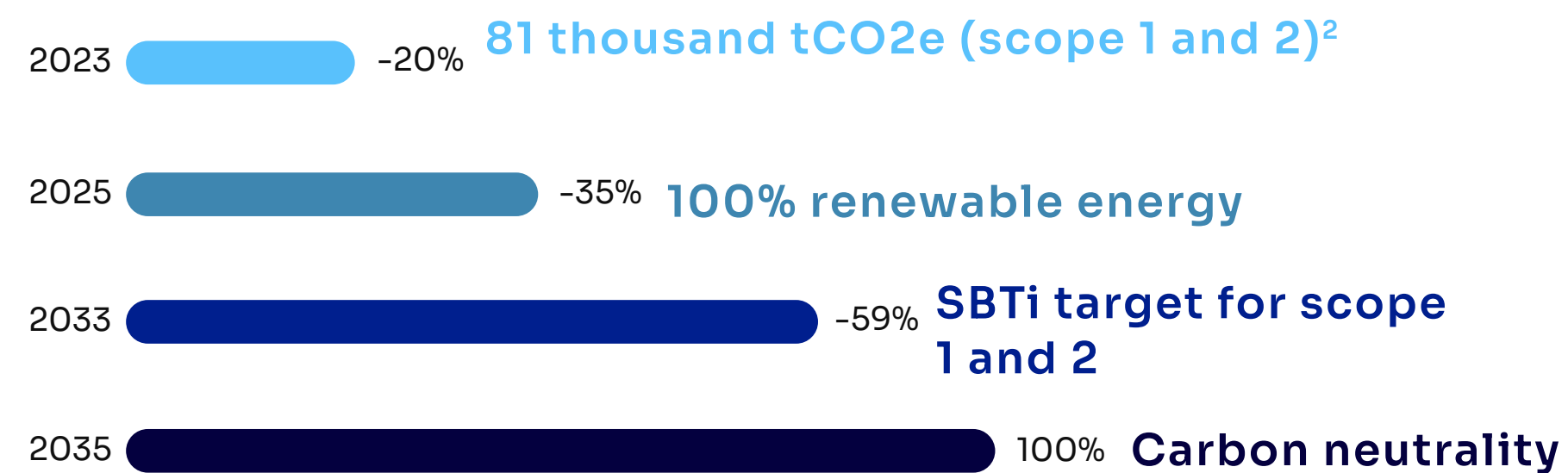
The goal is to reduce absolute scope 1 and 2 GHG emissions by 59% by 2033 (from the base year of 2019) and scope 3 emissions from purchased goods and services and fuel and energy-related activities by 27% over the same period. In addition, it focuses on engaging customers covered in the category of emissions from the use of products sold, so that 81% develop science-based targets by 2026.

To monitor the effectiveness of the measures taken, the CCR Group uses software to manage environmental indicators and a GHG inventory, with the contribution of employees from all platforms to collect and record data and evidence of consumption - the system allows for critical analysis using a dashboard, tools and information filters. The company also monitors the initiatives of the TCFD project.

CCR Group’s emissions are managed according to the GHG Protocol methodology. In 2024, the CCR Group won the GHG Protocol Gold Seal for the 11th time in a row, reinforcing its leadership in the sustainability agenda in mobility infrastructure. This recognition attests to the quality and reliability of the information disclosed by the company on scope 1 (direct), 2 (electricity) and 3 (indirect, value chain) emissions and demonstrates its leadership in the climate agenda by adopting best practices. The public register is available [here](#).

Carbon neutrality by 2035 with positive NPV

(% Reduction vs. 2019 (base year of targets set with SBTi¹))



Decarbonization levers

- 100% renewable energy
- NBS projects³
- Use of biofuels
- Fleet electrification
- Expanding the reuse of milled asphalt material
- Improving the efficiency of refrigeration systems

Offsetting

1. Does not consider changes in land use as part of the approved emissions baseline.
 2. Total emissions: Scope 1 of around 75,000 tCO₂ and Scope 2 of around 6,000 tCO₂ in 2023.
 3. NBS: Nature-Based Solutions.



Legacy of the waters

Also in 2024, the CCR Group made the first purchase of carbon credits in Brazil to be registered on B3, acquiring 67,000 tons from the PSA Carbonflor methodology, applied at Legado das Águas (SP), the largest private Atlantic Forest reserve in Brazil, managed by Reservas Votorantim. The credits will be used to offset the CCR Group's scope 1 emissions over the next few years, with a target of 8.5% of these emissions being offset by 2024. The aim is to facilitate access to information on projects that generate carbon credits and speed up the process of offsetting GHG emissions.



Encouraging the use of public transport at major events

GRI 2-6

As an urban mobility company, the CCR Group's mission is to encourage people to use public transport, also as a way of reducing CO2 emissions into the atmosphere and neutralizing them. This commitment has been reflected in partnerships, especially in support for major events such as the Formula 1 São Paulo Grand Prix and The Town and Lollapalooza music festivals.



Emissions



GRI 3-3 Climate Strategy; 305-1, 305-2, 305-3 | SASB TR-RO-110a.1

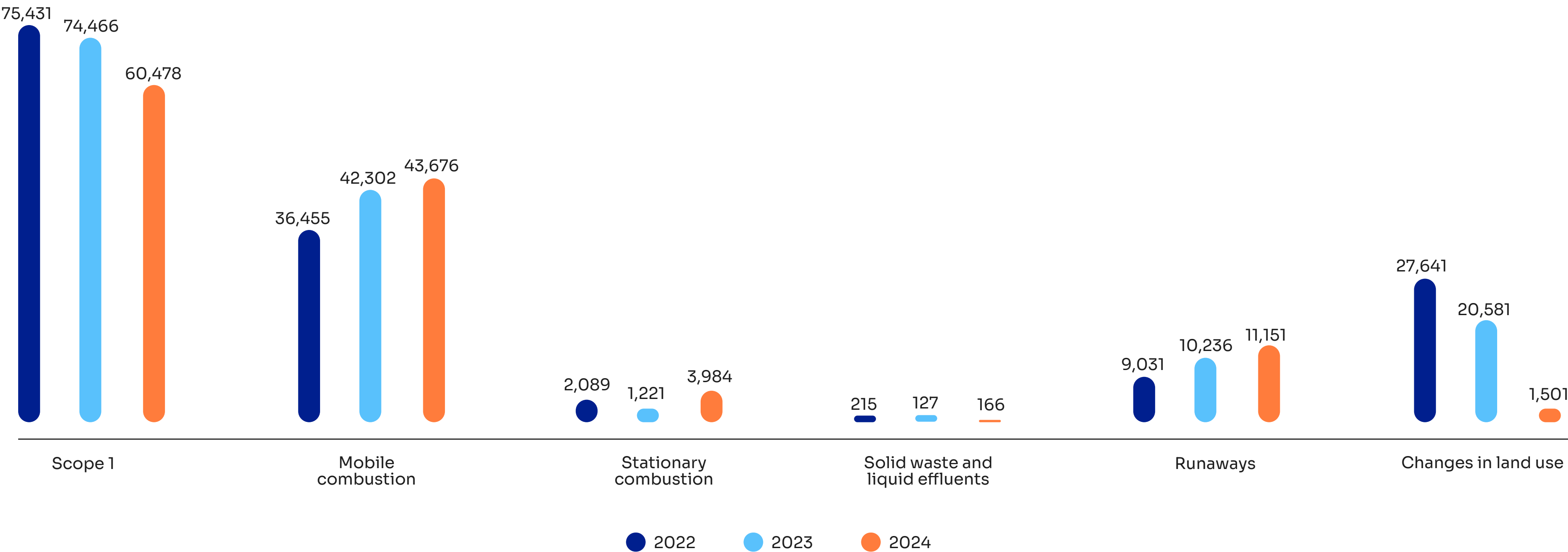
In 2024, scope 1 GHG emissions, excluding land use change emissions, increased compared to the previous year. The growth in stationary combustion was due to maintenance and works at CCR ViaOeste and CCR Rodoanel, resulting in higher LPG consumption.

In terms of fugitive emissions, infrastructure maintenance at CCR ViaSul (R410A gas) and ViaMobility lines 8 and 9, which had consumption related to maintenance and the return of trains to CPTM (R407C gas) contributed to the increase in emissions in this category.

The 3.2% increase in mobile combustion, which accounts for 71.6% of CCR Group's scope 1 emissions, is mainly due to greater demand from CCR Barcas.

The significant reduction in scope 1 emissions in the land use change category is the result of the methodology being readapted to the guidelines of the Brazilian GHG Protocol Program, which establishes that all suppressions of secondary vegetation should be considered as biogenic emissions, so there was an increase in these emissions and a reduction in fossil emissions in this category.

SCOPE 1 FOSSIL GHG EMISSIONS (tCO₂e) GRI 305-1

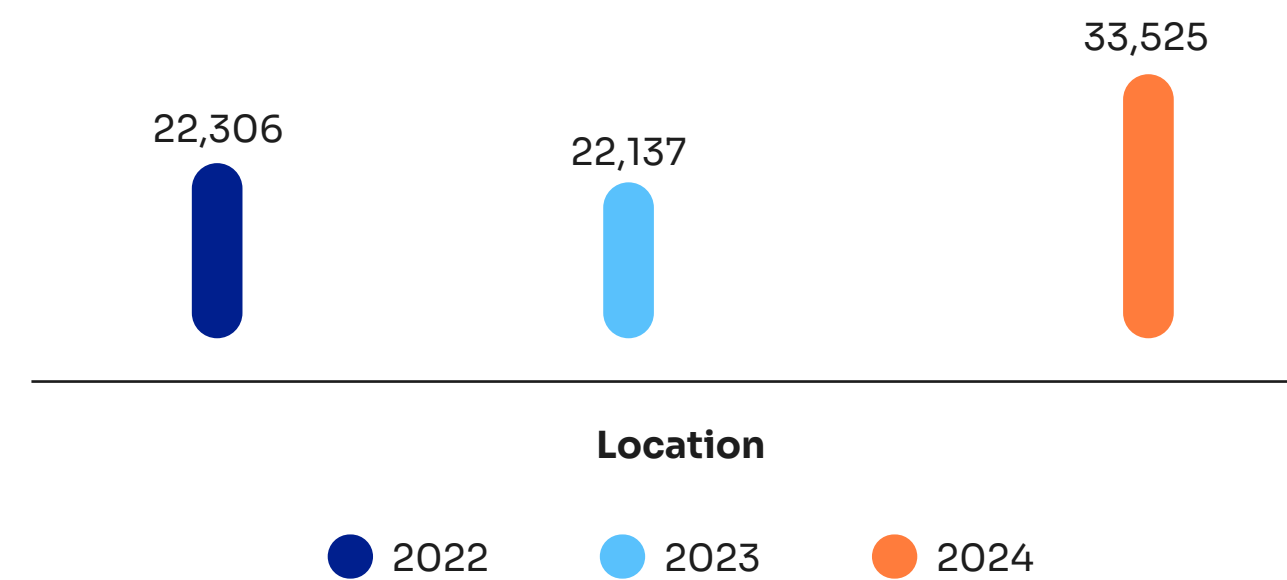




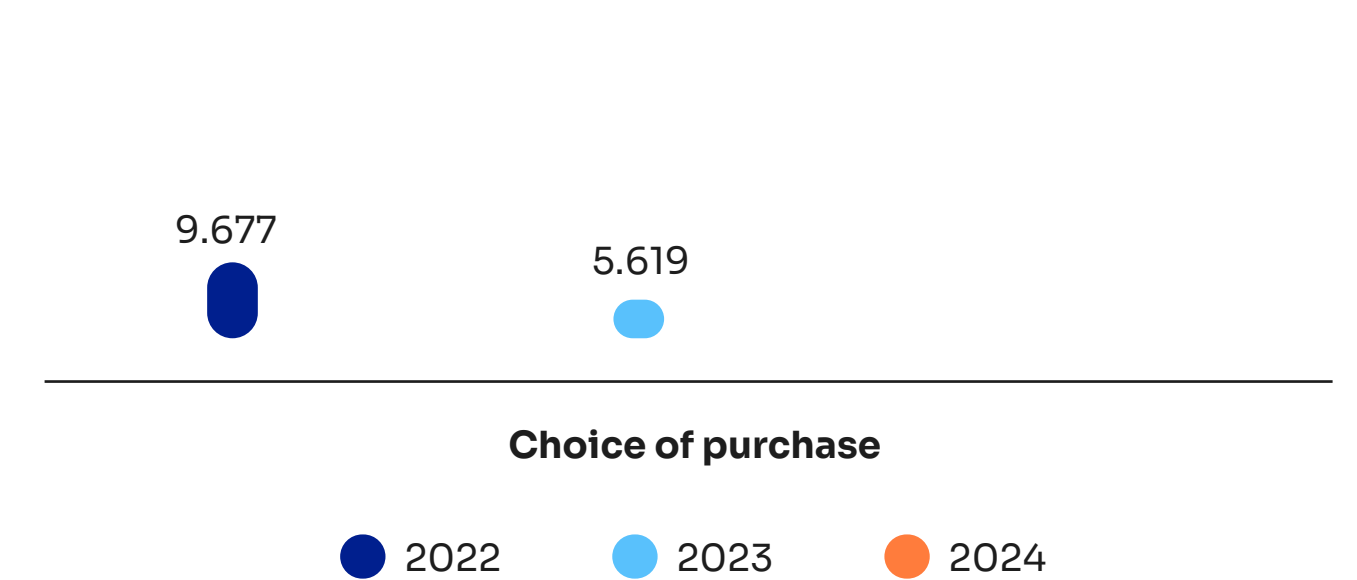
With regard to scope 2, 79.6% of the localization approach comes from the Urban Mobility Platform. The increase in emissions was driven by the testing of new trains during commercial operation, the growth in passenger demand and the number of journeys, as well as the implementation of section 3 in the Bahia Metro Unit.

Scope 2 emissions related to the purchasing choice approach were neutralized due to the acquisition of I-RECs.

FOSSIL GHG EMISSIONS SCOPE 2 LOCATION (tCO₂e) GRI 305-2

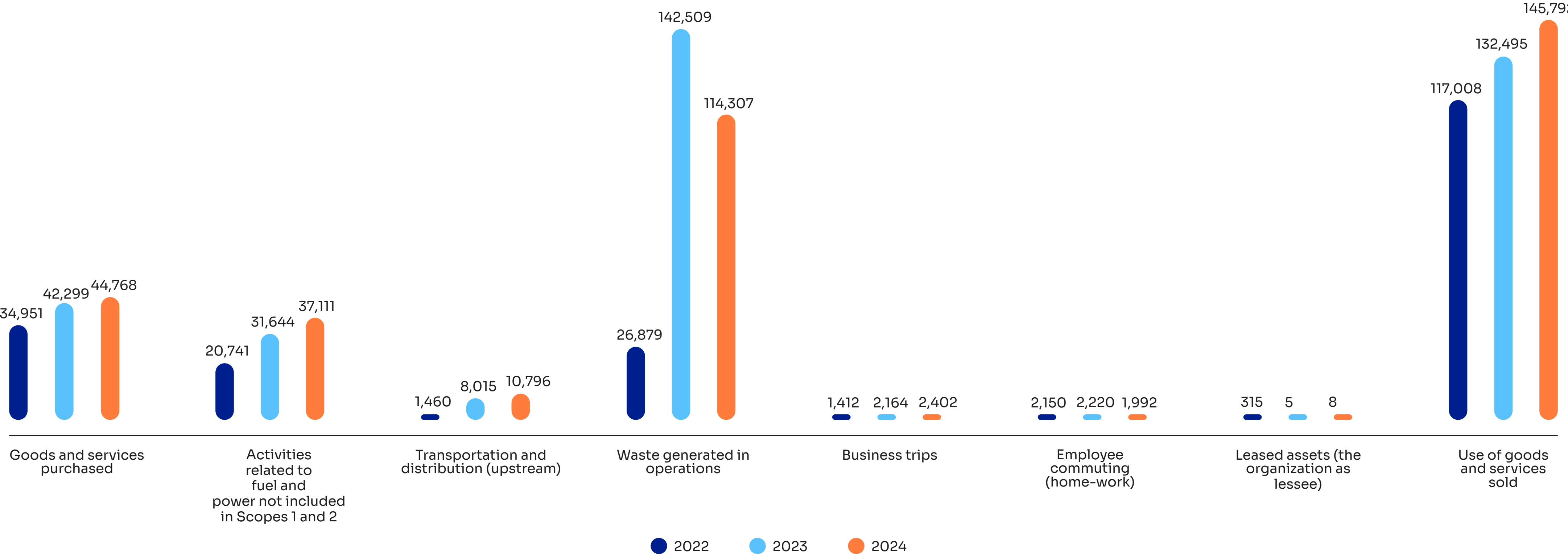


FOSSIL GHG EMISSIONS SCOPE 2 PURCHASE CHOICE (tCO₂e) GRI 305-2



In 2024, the CCR Group's total scope 3 emissions fell by 1.16% compared to the previous year. This decrease was mainly driven by a 19.8% reduction in waste generation as a result of the completion of the TIG (Gentileza Intermodal Terminal) works on the VLT Carioca. During the implementation of the terminal, there were large movements of contaminated earth, which significantly increased the hazardous waste generated in 2023.

FOSSIL GHG EMISSIONS FROM SCOPE 3 (tCO₂e) GRI 305-3



Energy management

Efficiency

CCR Group is one of the 50 largest consumers of electricity in Brazil. The company is aware that this is a critical input for its operations, especially for the Urban Mobility Platform. To this end, in recent years it has analyzed the feasibility of energy efficiency and electricity self-production projects, including as a potential adjacent business to create additional value. The Climate Change and Environment Policies underpin the company's work on this issue, aimed at reducing energy consumption (electricity and fuel). All projects for new sites, as well as new business studies, take energy efficiency into account.

The Highways and Airports Platforms use the FEL (Front End Loading) methodology in their project management governance, which considers the issue of energy and water efficiency from the first moment of approval, when the concept, guidelines, requirements and resources of the projects are defined. The Highways Platform has an energy efficiency center with employees focused on generating efficiency, especially in equipment with higher consumption, such as lighting and air conditioning. The company also works to form partnerships with suppliers who are also committed to energy efficiency.

The CCR Group has studies to automate the main disciplines involving the segment, such as lighting and air conditioning, PLCs, the application of IoT (Internet of Things) systems, the connection between physical objects and digital devices for data exchange (machine learning), as well as maintaining the functionality of the projects implemented with the replacement of parts, maintenance and replacement of equipment. In expansion works and significant renovations, the group adopts the premise of planning the architecture with a view to thermal efficiency and prioritizing natural lighting and the use of more energy-efficient equipment. It also has medium and long-term strategic planning that includes feasibility studies for the use of chargers and electric vehicles, automation, consumption management and the adoption of photovoltaic energy.

For example, the Urban Mobility Platform implemented a manual traction limitation on lines 8 and 9 in São Paulo. In an internal analysis, it was observed that acceleration consumed more electricity, which led the platform to set this limiter, generating savings of 30% of the energy consumed. On the Urban Mobility Platform, 100% of the trains, subways and trams

are powered by electricity. In addition, an energy efficiency solution was implemented on lines 8 and 9 in São Paulo, optimizing the process of starting the trains. Although this process is controlled manually by the conductors, the initiative has generated savings of up to 30% in energy consumption.



Renewable electricity

In 2024, the CCR Group brought forward by a year its goal of supplying 100% of its operations with renewable energy. The goal was achieved through a three-pronged strategy:

1. Investments in solar power plants in the distributed generation model;
2. Migration of its assets to the free market associated with the signing of renewable energy purchase contracts;
3. Acquisition of renewable energy certificates (I-RECs), which guarantee the renewable origin of the energy consumed.

In line with its strategy of sustainability and cost optimization, the CCR Group has signed a 10-

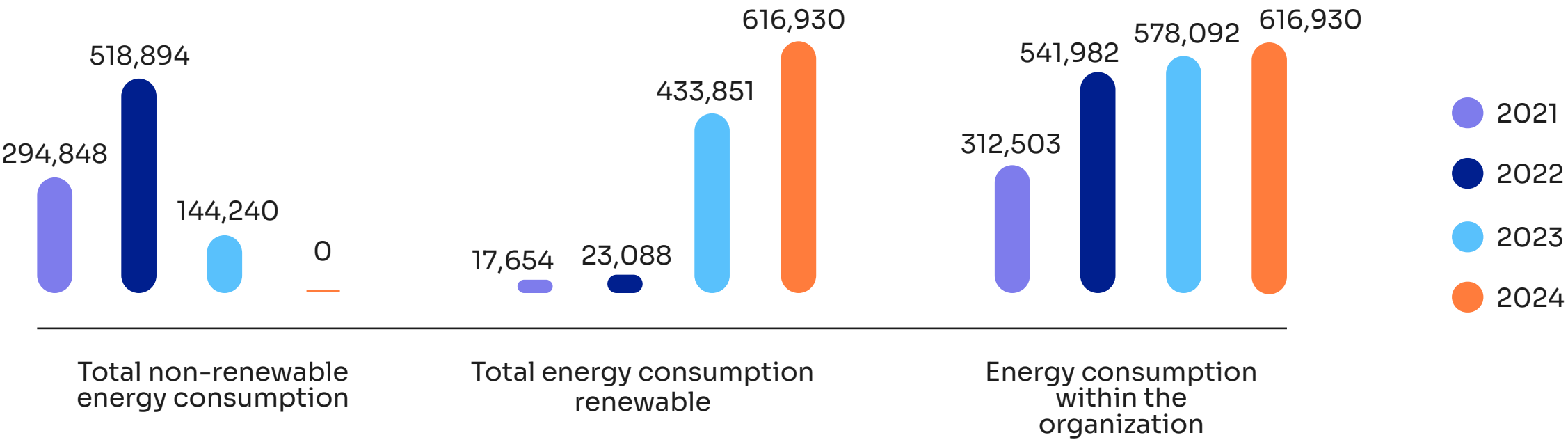
year contract with EDP to supply solar energy in a shared distributed generation model at tolls and support points for users of the Anhanguera-Bandeirantes System (SP), one of Brazil’s main highways managed by CCR AutoBAn. The energy, from photovoltaic plants located in the municipalities of Iperó, Pirangi and Leme (in the interior of São Paulo), will supply 58 consumption units, such as tolls and support points. In addition, the concessionaires CCR ViaCosteira, CCR ViaRio and CCR ViaSul injected approximately 2,173 MWh of renewable energy into their beneficiary consumer units through photovoltaic generation.

The CCR Group has already adopted the practice that all new energy contracts on the free market have renewable energy certificates. The train, metro and tram operations managed by the Urban Mobility Platform are already on the free market, as is part of the demand from the Highways and Airports Platform

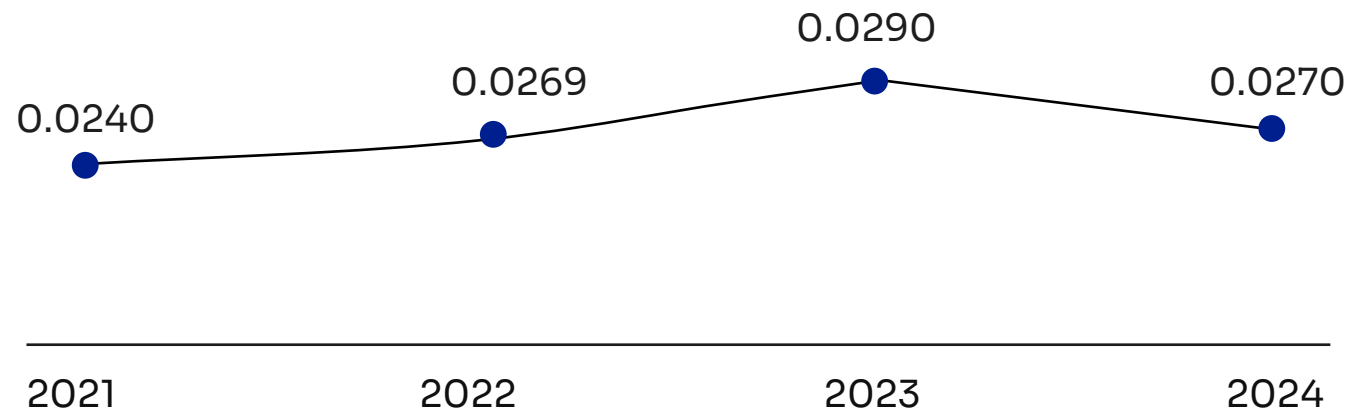
concessions. In 2024, the company acquired approximately 600,000 renewable energy certificates (I-RECs) to offset the portion of energy purchased from distributors and conventional energy contracts.

In addition, the CCR Group signed an agreement with Neoenergia for the self-production of wind energy in the Northeast, becoming a partner in three plants of the Neoenergia Oitis wind complex, located in Piauí. The energy generated by the wind farms will meet more than 60% of the company’s current demand.

ENERGY CONSUMPTION (MWH)



ELECTRICITY CONSUMPTION INTENSITY (MWH/GROSS OPERATING REVENUE)



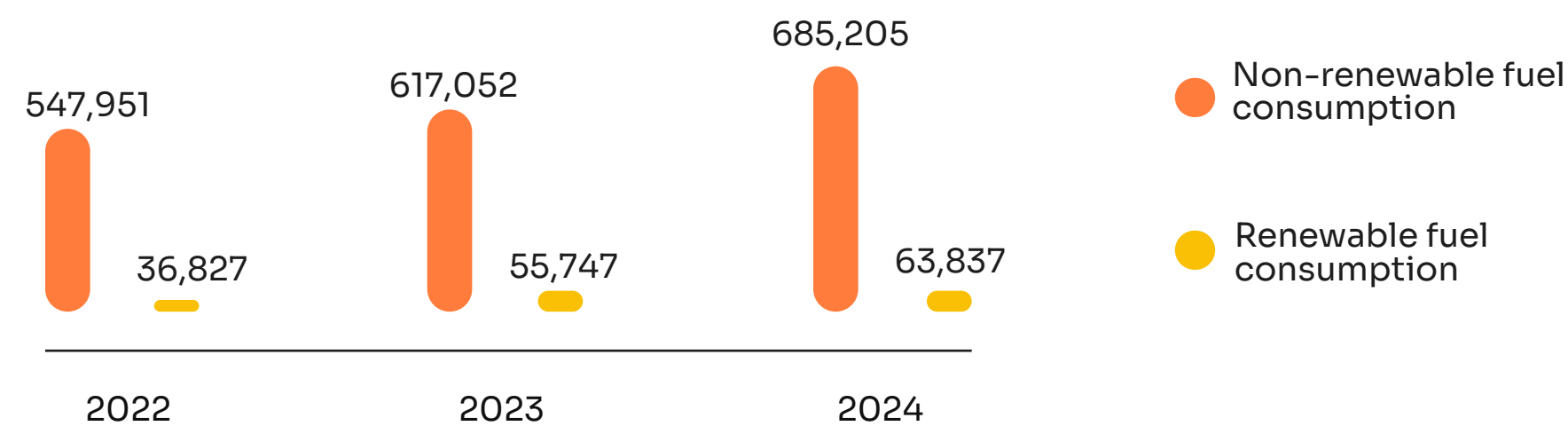
Biofuels

The CCR Group is committed to using ethanol to fuel its own fleet of flex-fuel vehicles. In 2024, we slightly exceeded the target of 92%, reaching an index of 92.4%. The main actions carried out focused on announcements and the availability of a BI platform used to monitor the indicator, which provides information on the evolution of the target and locking the cards to accept only ethanol. In addition, we began a study with a fuel distributor to increase the network in the southern region, as there is not enough ethanol to go around.

Airports Platform is taking part in the alliance with Conexão Sustainable Aviation Fuels (SAF), an informal forum that aims to bring together public and private players to identify and draw up proposals and solutions that will enable the Brazilian aviation sector to decarbonize through the use of SAF, in line with the long-term aspirational goal of the International Civil Aviation Organization (ICAO), a United Nations body of which Brazil is a member, of achieving zero net carbon emissions in international aviation by 2050.

Conexão SAF (SAF Connection) seeks to promote continuous and structured debate in order to identify the technical, regulatory, tax, production and logistical challenges for SAF production and consumption in Brazil, proposing alternatives and initiatives to make these fuels economically viable.

FUEL CONSUMPTION (GJ)



Electric vehicles

With regard to the use of electric vehicles, the Airports Platform used an electric bus, while Highways transformed the base at kilometer 14 of the Anhanguera Highway into the first to be operated with 100% electric vehicles, as well as carrying out an inspection and a rescue with a light electric winch. The Platform also carried out two hybrid inspections, at MSVia and RioSP, which helped reduce diesel consumption.



Environmental management

At the CCR Group, the analysis and validation for the implementation of projects on all Platforms takes into account environmental interferences, in accordance with environmental legislation and the applicable regulations for obtaining licenses and due compensation.

The **Environmental Policy** also establishes actions to prevent pollution and protect biodiversity, as well as indicating that the assessment and sustainable management of natural resources must mitigate the expected negative impacts.

In the Highways Platform, during the licensing process, the impacts generated by the expansion works are surveyed, which can be classified as:

- Low/medium impact: works to adjust devices, additional lanes within the right of way, access adjustments, footbridges, etc.)

- High-impact works: duplication works, implementation of new devices, implementation of marginal roads, etc.)

Monitoring compliance with environmental requirements, specifically with regard to environmental licenses and vegetation suppression authorizations, both for operations and works, required intense dedication throughout 2024, with the management of more than 70 environmental licenses issued and in force, with various environmental conditions and compensations attached.

At the Airports Platform, monitoring compliance with environmental requirements, specifically with regard to environmental licenses for operations and construction work, also requires intense dedication, with emphasis on managing the more than 180 licenses issued and in force, which represent more than 2,000 environmental conditions that need to be met.

During the environmental management process of the works, a total of 634 environmental incidents were recorded, 20% of which are currently being dealt with in order to close the non-conformities, with the appropriate correction of the situations and the implementation of the necessary corrective actions. Nevertheless, despite efforts to mitigate impacts, negative effects caused by the increase in infrastruc-



re at Londrina Airport have been identified. The works to build the new patio near homes directly affected the quality of life of people living near the airport, with noise emissions, dust and a lot of ground movement. Airports Platform is committed to mitigating the impacts caused by the new infrastructure as quickly as possible.

Environmental management at Urban Mobility Platform is carried out by complying with the environmental conditions of the installation and operating licenses, as well as by adopting good environmental control practices even in those projects not subject to specific licensing. In the implementation works, in addition to the monitoring carried out by the environmental team, there is also supervision carried out by a specialized consultancy, guaranteeing strict compliance with environmental standards and procedures at all stages of the works.

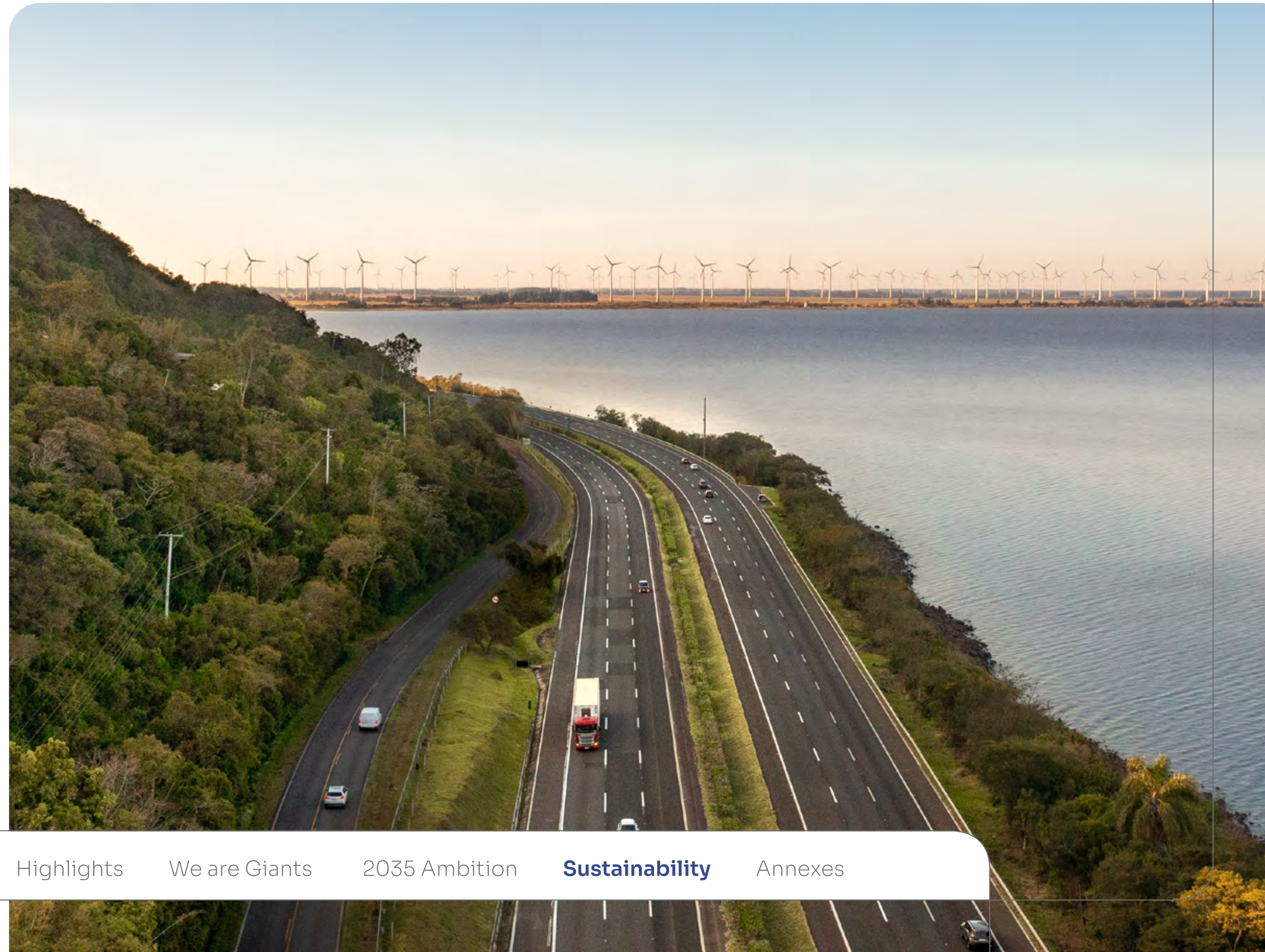


Environmental management in the concessions – ViaSul, ViaCosteira, AutoBAn, ViaOeste, Rodoanel, SPVias, MSVia, RioSP, ViaQuatro and ViaMobility Line 5 – are certified by the ISO14001/2015 standard, attesting to best environmental practices.

Moreover, there is a continuous qualification process for construction companies through workshops, including Construction Waste Management (from the PGRCC to the CDF) and Environmental Doubt Calls, which allow partner companies to consult CCR's technical staff, promoting an environment of learning and continuous improvement.

The Basic Environmental Course was given to internal employees who work on the front line of construction sites, with the aim of increasing their awareness of the environment and promoting active and qualified participation in the environmental control of construction sites. Another important initiative is the Environmental Committee meetings, where the environmental team meets monthly with the construction companies to discuss the actions taken, debate the non-conformities recorded and share good practices.

As a result of these actions, we have managed to reduce the number of environmental non-conformities by around 90%. To mitigate the environmental impacts of the construction work, we invest in forest restoration projects, with more than 23 hectares already planted.



Impacts on biodiversity

GRI 304-2, G4 AO9

In 2024, the CCR Group took part in the COP-16 on biodiversity in Cali, an event entitled “Peace in Nature”, held in Colombia, which addressed critical issues related to biodiversity conservation and sustainable development, including targets to protect ecosystems and endangered species. At the event, CCR and other companies that have signed up to the Brazilian Business Council for Sustainable Development’s (CEBDS) commitment to biodiversity were mentioned, reinforcing the Group’s commitment and the importance of the issue.

In addition, in celebration of Arbor Day, celebrated on September 21, the Environmental team at Highways Platform Engineering distributed more than a thousand seed pencils of native species at various CCR Group units. There were also planting activities and environmental education activities involving children aged 4 to 12 from municipal schools located along the stretches of highway managed by the company.

In addition, the year saw the start, for the Highways Platform, of the assessment of impacts, dependencies, risks and opportunities following the methodology proposed by the TNFD - Task Force on Nature Financial Disclosure called Leap - Locate,

Evaluate, Assess, Prepare. This initiative will underpin the company’s actions and the adoption of Nature Based Solutions (NBS) as a measure to compensate for the impacts of the business.

Airports Platform is a signatory of the Buckingham Treaty Project, run by the NGO United for Wildlife, an organization that works to combat wildlife trafficking and chaired by Prince William. The airports of Navegantes (SC) and São Luiz (MA) carried out beach clean-ups with positive repercussions in the media.

The Normative Instruction on Biodiversity, currently in the process of being approved, defines clear guidelines for the management of socio-environmental issues, seeking to minimize impacts on biodiversity in all business units. Valid for all Platforms, this initiative is aligned with the company’s governance processes, reinforcing its commitment to sustainability.

Highways

The Highways Platform also has the Forest Restoration Master Plan and the Highway Forest Restoration Procedure, which aim to guide environmental compensation actions through forest restoration. These instruments establish procedures, methodologies, responsibilities, monitoring criteria and compliance with the applicable legal instruments, ensuring a structured and efficient approach.

The Platform recognizes and acts to mitigate possible environmental impacts generated by its operations. Among the main impacts are:

- Chemical spills: This risk is mitigated through the implementation of the Emergency Action Plan and the Risk Management Program (PAE/RMP), which guarantee quick and effective responses in emergency situations.
- Species reduction: During construction work, vegetation may be cut down, affecting trees of exotic, native, immune to felling, protected or endangered species. In these cases, the company adopts environmental mitigation and compensation practices to reduce negative impacts.

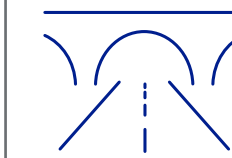
- Interventions in sensitive areas: Some works may involve interventions in conservation units or Permanent Preservation Areas (APPs). In these situations, strict planning, mitigation and monitoring actions are implemented, following the applicable legal and regulatory standards.

All expansion works can generate temporary impacts (erosion, siltation of water resources, contamination of soil and water resources or nuisance to the population due to noise generation), 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) and definitive impacts (loss of local trees) for which compensation measures are planned (forest restoration programs). In operation, the platform has mapped protected areas. However, in 2024, only interventions necessary for the expansion of the highways were carried out, and mitigation actions are being carried out concurrently with the works. The teams continue to make progress in assessing risks and opportunities that can be reported on in 2025.

The positive impacts identified by the Highways Platform teams are the planting and/or land regularization of Conservation Units (CUs) to compensate for the environmental impacts caused by plant suppressions and interventions during construction work.

When required by the environmental agency, the vegetation suppression stage is accompanied by a fauna team with the aim of rescuing and scaring away local wildlife. In some widening works, wildlife crossings are installed, underground crossings, to facilitate the transit of animals between the forest fragments that the highways cut through. These crossings are monitored by the concessionaires' operations team to identify their effectiveness and check which species of animals use them.

During the works, vegetation is cut down from native, protected, endangered and exotic trees, and in some cases intervention is carried out in protected areas and in APPs. After the intervention, the area is restored in accordance with the guidelines of the environmental agencies. Preferably, whenever possible, techniques are used to maintain the permeability of the site.



GRI 304-3

In 2024, Highways Platform carried out nine Environmental Compensation Projects, which totaled the restoration and regularization of 392.29 hectares and monitored and maintained 287.88 hectares of projects already in place. Of the total number of projects carried out in the year, 368.5 hectares were compensated through Land Regularization of Conservation Units in the states of Rio Grande do Sul, Santa Catarina and Rio de Janeiro, which consists of regularizing the territories of the Conservation Units, contributing to the conservation of these areas of great environmental importance and the protection of biodiversity.

CCR MSVia also supported the actions of the Neotrópica Foundation of Brazil in the True Parrot Preservation Project, which aims to conserve the species in the wild and intensify the fight against animal trafficking, with an emphasis on parrot chicks, providing protection and favoring reproduction in safe places in the Cerrado and Atlantic Forest biomes in Mato Grosso do Sul.

Airports

The airports operated by CCR are assets classified as transportation infrastructure, installed, that is, consolidated in the environment. All aspects of its activities that can have a positive or negative impact on biodiversity follow the guidelines established in the CCR Group's Biodiversity Normative Instruction. Significant direct and indirect impacts on biodiversity are separated into two phases:

- Works: during the works taking place in 2023 and 2024, the environment was altered due to the need to expand operational areas, such as the passenger terminal, aircraft yards and other equipment. This required the removal of vegetation and soil movement. Thus, the impacts related to biodiversity during the construction period were: Impacted component: terrestrial fauna (Avifauna, Herpetofauna and Mastofauna) and reduced vegetation cover;
 - Impacted component: terrestrial fauna (Avifauna, Herpetofauna and Mastofauna) and reduction of vegetation cover;
 - Characterization of the impact: suppression of vegetation and clearing of the land (removal of organic soil) and displacement of the fauna existing on the site.

- Operation: the nature of the impacts is related to the possible reduction of species due to collisions with fauna and the generation of noise. These are negative, mitigable, local, reversible impacts that are managed by CCR through its Fauna Risk Management and Aeronautical Noise Management programs.
- There are also impacts on flora when isolated trees or fragments could pose a risk to the operation by being obstacles located in the transition and protection area of the aircraft landing and take-off process, by interfering with aircraft communication and radar system antennas, such as Papi and beacon lights, and by being close to fences, property walls or areas that could jeopardize the airport's property security.

The impact on terrestrial fauna is negative in nature, as it involves the loss of individuals, disturbance and stress on wild fauna. Its origin is direct, as it stems from implementation activities, such as suppression of vegetation, noise caused by the movement of machinery and vehicles, civil works activities and earthworks. The duration of this impact is permanent, since the suppressed area will not be restored, and the individuals that may be lost will not be reco-

vered, considering the genetic variability of the population. But it is also temporary, since the activities of the construction site are not permanent. The most commonly affected native bird species, linked to the peri-urban and urban environment (mainly associated with the attractions of the airport surroundings) are quero-queros, carcarás, vultures and columbiformes.

Spatialization is mainly local, considering the construction area, where the disturbance is greatest. However, it can also be considered dispersed, as the fauna that has been chased away will migrate to other locations, where it can exert greater competitive pressure. This impact is reversible, because if the implementation and operation activities cease, the impact will stop occurring. Remember that, considering the loss of habitats, its duration is permanent, irreversible and localized in the area of the project.

With regard to flora, taking into account the phase of the impact during implementation and operation, its origin is direct and indirect, with permanent duration, indeterminate temporality, local impact, irreversible, medium magnitude and medium relevance, with medium significance. The vegetation impacted is native in fragments of initial or medium secondary stage, exotic vegetation in fragments and isolated native and exotic trees.



Another potential negative impact on biodiversity is the spillage of chemical products or lubricating oils, fuels in the aircraft yard or vehicle parking area, for which control and containment measures are adopted, using the environmental emergency material made available to all airports, and in the event of a spill, the Airport Emergency Plan is activated.

The positive impact on biodiversity is the environmental compensation for all the vegetation that has been cut down, the recovery of PPAs inside airports, drainage works to preserve the soil and prevent erosion, and works to prevent flooding in areas adjacent to the airport. In addition, fauna management is carried out at the airport with the adoption of operational and control techniques to reduce the number of collisions between fauna and aircraft, road kills and others.



In 2024, no works were carried out at BH Airport that could possibly have an impact on altering the environment, nor were there any plant suppression or soil movement activities. There were also no significant impacts during the airport's operations. The risk of collisions with fauna was mitigated by the Fauna Risk Management Program (FRMP), and noise generation was monitored and remained within the permitted limits.



Urban Mobility

In the mobility concession contracts, there are no significant environmental impacts on biodiversity associated with the operation, maintenance and implementation works. The works provided for in the calls for tenders basically consist of improvements to existing facilities, renovations and platform extensions, and in all services, there is the implementation of mitigating measures to minimize potential environmental impacts and the compensatory measures required by environmental legislation are strictly complied with.

Urban metro-rail operations, located in densely populated environments, make a significant contribution to sustainable mobility by reducing emissions of polluting gases and encouraging the use of public transport. This mode of transportation offers an efficient and less polluting alternative to individual vehicles, improving air quality and public health

The ferry crossing on the Southern Division (Mangaratiba, Ilha Grande and Angra dos Reis) is an environmentally preserved stretch. As a result, the company adopts a series of environmental control measures, such as systematic preventive and predictive maintenance of vessels and facilities.

Training is also provided for dealing with emergencies involving oil spills, which can be triggered as a corrective measure in the event of an accident. To this end, there is an Individual Emergency Plan (PEI), which establishes the actions to be taken in possible emergency situations involving oil spills and defines the duties of the components of the Organizational Response Structure (EOR) and the necessary resources, as well as the procedures for carrying out response actions to oil spills at sea. In addition, all of the CCR Group's operations comply with environmental standards and the conditions of the operating license.

In the Urban Mobility Platform concession contracts, there are also no significant environmental impacts associated with operation, maintenance and implementation works. The works provided for in the tenders basically consist of improvements to existing facilities, renovations and extensions to the platform and although they may generate some local environmental impacts, such as noise, plant suppression and waste generation, all the necessary environmental controls are implemented and compensatory planting is carried out. Rail operations take place in highly anthropized environments.

In maritime transportation, this scenario is also repeated. Every operation is carried out in full compliance with legal requirements, adopting the best environmental protection practices combined with a rigorous corrective, preventive and predictive maintenance system for the vessels.

Waste management and circular economy

The CCR Group acts in accordance with current legislation at 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, it seeks to mitigate possible risks generated during the packaging and disposal of waste and to evaluate opportunities for waste recovery: reuse, recovery and recycling. Its units carry out waste management based on the guidelines of the Solid Waste Management Plan (PGRS) and, depending on the case, it also has a Health Care Solid Waste Management Plan (PGRSS) and a Construction Waste Management Plan (PGRCC).

Highways

Throughout its operations, Highways Platform takes responsibility for protecting resources through conservation, recycling, regeneration and restoration. Some highways have programs and practices aimed at the circular economy, the main ones being:

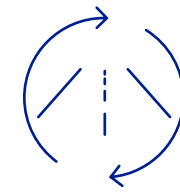
- Functional recycling: Process of recovering materials for their original purpose or for other purposes, such as Reclaimed Asphalt Pavement (MW), recyclable from construction waste.
- Reusing: Modifying into new materials, of higher

quality and greater functionality, such as the reuse of uniforms in cases, bags and vehicle waste and the use of by-products from other manufacturing processes and their corresponding value chains are used as raw materials for the manufacture of new products, such as MW, already mentioned.

- Remanufacturing: Rebuilding a product by replacing its defective components with reusable ones, such as the sale of scrap metal and electronics.

During the work to expand our highways, we also promoted the circular economy, through training with our suppliers and practical actions, which made it possible to avoid disposing of more than 60,000 tons of waste in landfills, in addition to reusing 38% of the MW, i.e. 245,000 tons of this material were reused in our activities.





Reuse of Asphalt Millings

Asphalt sidewalk is designed to meet users' travel needs with adequate levels of safety, comfort and economy and lasts 10 to 12 years, depending on traffic and climate conditions. After this period, it needs to undergo restoration processes, which generate a by-product known as milled or Reclaimed Asphalt Pavement (MW). This material can be reused in various ways in recycling processes due to its mechanical characteristics. The recycling of asphalt sidewalks, through the reuse of the milled material, has been evolving all over the world and also in Brazil, especially given the need to reduce the consumption of natural resources, energy and the emission of pollutants into the environment.

It is possible to reuse 100% of the cold milled material to restore sidewalk bases and sub-bases by stabilizing it with cementing agents (Portland cement, hydrated lime), asphalt materials (asphalt emulsion and foamed bitumen) or a combination of these inputs. CCR Group has been reusing MW on different highways for 15 years.

The Airports Platform, on the other hand, reuses 100% of the waste milled from the Landing and Take-off Runways (LTR) in its own infrastructure, bringing economic and environmental benefits. The MW generated in the process of recovering and maintaining airport sidewalks is a material of great economic value and quality, and can be used on internal airport roads and used in the implementation of access roads and vehicle circulation in the operational area of airports, providing a sustainable engineering solution. Another alternative for reusing MW is in the production of new hot-mix asphalt concrete for use in asphalt coatings. In this case, the percentage of recycled milled asphalt ranges from 10% to 30%.

In 2024, a research project began in partnership with USP with the aim of evaluating the differences between more and less oxidized MW and their influence on asphalt mixtures, the production of mixtures with high MW contents and the need or not for rejuvenating additives, and which of these types of additives produce the best results. This is a 42-month long research project, which will also seek to analyze warm additives for machining asphalt mixtures at lower temperatures.

Airports

In 2024, Airports Platform highlighted the circular economy in its works and operational processes, receiving recognition as an airport operator with sustainable practices with the Green Airports award, promoted by Airport Council International (ACI). The aim of the project was to revitalize equipment that is essential to airport operations, such as boarding bridges, land bridges (ELO System) and stringers, which were acquired at a scrap auction from another airport operator and baggage conveyors (OBC) and which were inactive or unusable because they had obsolete technology and did not meet civil aviation technical standards. 100% of the milling waste (MW) generated in the works to adapt the PPDs for the implementation of service lanes on the airside was also reused. Instead of discarding and replacing these assets, solutions were adopted in line with the principles of the circular economy: rethink, reduce, reuse, recycle, repair and recondition.

This project reduced the negative environmental impacts of the works by reusing at least 576 tons of metal materials and other existing components, as well as 24,268 tons of MW. The actions resulted in savings of approximately 42.8 million reais, representing a 78% reduction compared to the purchase of new assets. It has extended the useful life of the assets by at least 15 years, which can be extended for longer through effective preventive maintenance.

ce. In this cycle, it achieved landfill detour of 83% of all waste generated in airport construction and 38% in operations.

The Sustainable Modernization of Airport CCIs project revitalized and modernized the Fire Fighting Trucks (CCI) at six Brazilian airports: Afonso Pena (SBCT), Bacacheri (SBBI), Uruguaiana (SBUG), Pelotas (SBPK), Teresina (SBTE) and Petrolina (SBPL). Named after the Jandaia's adaptability in its habitat, the project opted to retrofit the trucks, avoiding the premature disposal of old vehicles and promoting the circular economy. The initiative used 75% national parts and promoted the replacement of the JRCs' internal management software with a version developed in Brazil, strengthening the regional economy and generating jobs.

It also continued with the process of managing the airports' environmental liabilities, generated by activities prior to the concessions. This process began with the removal of various types of bulky waste from airport areas and a preliminary assessment of potentially and suspected contaminated areas. After this cycle of analysis and removal of the large volume of waste in 2023, in 2024 the process of confirming the areas initially classified as potentially contaminated or suspected of being contaminated began, through the Confirmatory Investigation of Contaminated Areas at the 16 airports. This project, which involved a great deal of fieldwork and technical analysis, made

it possible to qualitatively and quantitatively assess the environmental risks of the airports.

Urban Mobility

In 2024, the platform carried out numerous initiatives to reuse and recycle materials. For example, the metal material that fell into the Pinheiros River in São Paulo during the accident during the construction of the walkways at Santo Amaro station was completely removed and sent for recycling. With regard to the material that was still in stock, a quality assessment was carried out, allowing 55% to be used. These actions reflect our commitment to sustainability, ensuring that all metal waste is correctly recycled and reused whenever economically viable.

In addition, on lines 8 and 9, the wooden sleepers replaced as a result of permanent track maintenance are being auctioned off and given a new sustainable destination. In the first auction, 102.2 m³ of sleepers were sold and will be reused in furniture making, construction and landscaping.

The CCR Group also welcomed and supported the initiative of a group of trainees in the development of the Bahia Subway Rolling Stock, a project that designed equipment that transforms PET bottles into filament for 3D printers. This initiative takes into account the impact of plastic waste on the environment and reduces the cost of filament and the purchase of

new raw materials (reducing environmental impact), guaranteeing the excellent performance of the printers. In addition, all the materials and parts used in the development of the prototype, such as wood and screws, were chosen based on the principles of reuse and recycling. This project demonstrates the company's commitment to recognizing its young talents, encouraging the use and development of sustainable technologies and is directly connected to the sustainability and innovation fronts present in CCR Culture.

During the year, CCR Barcas successfully completed the removal of the vessel Visconde de Morais, which was lying on its side at Cocotá station. This successful operation eliminated an environmental liability by disposing of 311.58 tons of ferrous material for recycling. The work was completed without any accidents, the result of extensive multidisciplinary planning and execution in line with CCR Group's standards of excellence. In addition, a detailed risk analysis was carried out to define the best method for removing the vessel, guaranteeing the safety and efficiency of the operation. This action reflects CCR's commitment to sustainability and safety, demonstrating its leadership in responsible environmental practices and safe operations.

Also in the context of circularity, the Etar – Water Treatment and Reuse Station of the Bogie Workshop is equipped with a collection and treatment system designed to enable the sustainable washing of parts and components of railway bogies. The main objective is to reduce water consumption in the washing of parts, including the collection and use of rainwater, using technologies that allow it to be reused. After undergoing specific treatment processes to remove impurities and sediments, the water is returned to the washing process, with the cycle repeated several times. Rainwater is also used to flush the workshop's toilets, promoting the conservation of water resources and minimizing environmental impact.





Sustainable value chain management

SOCIAL AND RELATIONSHIP CAPITAL | GRI 2-6, 2-24, 3-3 Value Chain, 408-1, 409-1

Sustainable contracting

The CCR Group has a Procurement Policy, approved by the CA-CCR, and the Normative Instruction for Sustainable Contracting, both of which aim to establish the rules, responsibilities and procedures applicable to the procurement of materials and contracting of service providers necessary to make its operations and investments viable, as provided for in the concession contracts and the annual budget approved by the CA-CCR.

The purchasing and contracting criteria are based on the principles of isonomy, integrity and competitive equality and are based on the search for the right number of third parties capable of meeting the demands of the CCR Group, increasing competitiveness and efficiency in terms of prices and deadlines and with less risk. In addition, the selection process takes into account the third party's health, safety, integrity, reputation and environmental and labor impacts, as well as the deadline, quality, price and relationship. Purchasing practices with suppliers are continually reviewed to ensure alignment with the **Supplier Code of Conduct** and avoid potential conflicts with the company's sustainability requirements.

All third-party contractors must declare their awareness of and adherence to the Supplier Code of Ethics, according to the e-mail address provided in the invitation letter and available on the CCR website, and the standard clauses that comply with current laws contained in all of the company's contracts. Training and campaigns are carried out with service providers on topics related to compliance, in order to encourage those who work on behalf of CCR to act with integrity and respect for human rights. In addition, the company maintains safety regulations that must also be complied with by its employees and third parties and holds meetings with service providers to disseminate the safety culture.



144 qualified strategic suppliers, with the Hands On ESG & Integrity course, developed in partnership with the Dom Cabral Foundation.

The CCR Group periodically carries out third-party risk analyses (due diligence) with all its suppliers and business partners in order to mitigate any problems related to discrimination, child labor or labor analogous to slavery, as well as other issues related to sustainability, human rights, corruption, bribery, fraud or money laundering. To this end, it carries out a risk analysis based on information from public and paid sources, such as news reports, court cases and a register of unfit companies. Based on this assessment, it is able to identify which partners are or are not suitable to do business with, preserving only transparent and honest relationships.

During the due diligence process, the CCR Group suppliers must report processes or media related to child and slave labor. In addition, the Executive Board monitors and follows up on the targets set and the progress of suppliers on sustainability fronts throughout the year.

In 2024, 5,636 due diligences were carried out on third parties considered to be higher risk, in accordance with the rules, and 100% of the active supplier base is continuously updated and verified. During the year, the CCR Group did not identify any operations or suppliers involved in cases of this nature.

Supplier performance and risk assessment in sustainability

In order to improve the management of its supply chain, CCR assesses the sustainability performance of critical and strategic suppliers, monitoring data on 21 sustainability criteria in four major areas: the environment, social, ethical and sustainable contracting. The team responsible for this management also follows up on these partnerships, monitoring them based on seven strategic pillars: operational performance, financial health, compliance, fiscal regularity, health and safety, joint documentation and sustainable contracting. Depending on each supplier's final score, it can be classified as low, medium or high risk. For each risk, action plans and specific improvements are assigned so that it can develop and improve its score.

If the risk is high and action plans are not met, the case is discussed and dealt with by the Supplier Risk Committee, made up of the following departments: Platform Executives, Supply Chain and Governance, Risks and Compliance. This committee will make recommendations for actions and consequences for the supplier. In this way, a relationship of trust can be established, allowing problems and risks to be identified proactively, as well as facilitating the reaction to incidents and reducing the impact on the business.



Supplier excellence program – CCR Supera

To recognize its partners, the company maintains the CCR Supera Program, a supplier excellence program created with the aim of strengthening the sector's supply chain. Through careful management and performance monitoring, it seeks to enhance communication, improve the performance of these suppliers and define concrete actions to improve their processes. The initiative recognizes suppliers who have been outstanding in the pillars of performance and quality, health and safety, sustainability and innovation. In its third edition, for the cycle from June 2023 to July 2024, 18 suppliers were recognized.

Customer at the center

GRI 3-3 Operational Reliability and Customer Experience

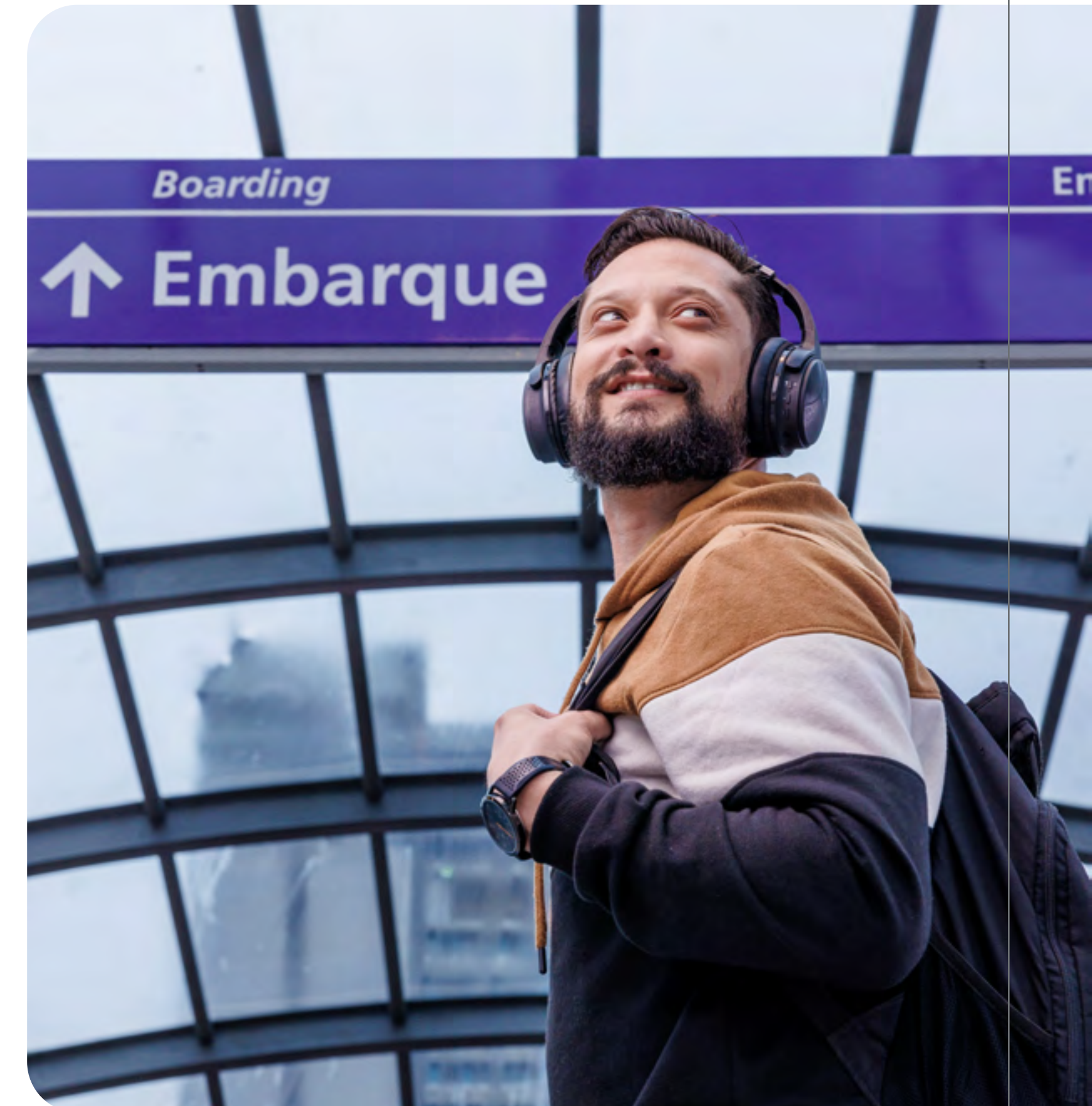
Present in 13 Brazilian states, the CCR Group units serve approximately half of the country's economically active population. Improving people's lives through mobility is our purpose. That's why our customers are at the heart of our management, strategy and operations.

Customer-focused companies adapt faster to the market, have higher satisfaction rates, are able to recruit and retain engaged employees, have higher revenue growth and lower operating costs, in other words, they create greater sustainable value.

The Customer Experience (CE) area aims to understand customer needs and implement the best solutions to meet them.

Our vision is to create experiences that accompany the movement of people's lives. Our governance brings together the various stakeholders, inside and outside the company, to find answers to problems and make decisions based on data, goals and business objectives.

The area currently carries out 44 satisfaction surveys (with an approximate annual total of more than 470,000 customers surveyed), monitors 149 service channels and drives the continuous improvement of 37 websites and 4 applications. The challenge is to maintain consistency in the evolution of customer experience practices across all assets, to ensure our leadership in the mobility sector.



Digital channels and improvements

The corporate website, in addition to establishing brand positioning, also prioritizes people's interaction with the company, facilitates internet searches (through best SEO practices) and allows them to find the information they are looking for easily. These premises were used and improved for the development of the websites for the Highways, Airports and Urban Mobility Platforms, launched in 2024

At the same time, it's worth mentioning the creation and improvement of applications for the Highways Platform, offering important payment functions, and the Urban Mobility Platform, providing line statuses and next train times. After publication, these products enter into continuous improvement management, evolving according to the needs of stakeholders (company, public, investors, etc.) and changes in technology.

One of the highlights of these projects is accessibility, bringing to these products responsiveness

(adaptation to any device with accessibility for any user), the possibility of using font sizes on a modular scale (especially on mobile devices, ensuring that the text is comfortable to read), adequate contrast between the colors of the text and the background (to make it easier to read) and captions and alternative texts on the images.

The efforts and investments made by the customer experience team make it possible to promote positive impacts on the following fronts:



ECONOMY

It guarantees the population efficient and safe movement, developed on the basis of real needs and, in an up-to-date and recurring manner, favors GDP growth, while taking into account socio-environmental responsibility. On an individual level, it promotes a better quality of life for people from different socio-economic backgrounds.



ENVIRONMENT

It implements improvements suggested by customers, reducing waste in operational processes. The quest to improve the customer experience can lead to the promotion of more accessible and efficient public transport, encouraging the use of collective modes and helping to reduce the environmental impact of the movement of people and goods.



PEOPLE

It promotes improvements in the quality of services, safety and comfort for customers, identifying inclusion gaps and promoting more accessible solutions

Positive impact on society

SOCIAL AND RELATIONSHIP CAPITAL | GRI 3-3 Socioeconomic Development; 3-3 Value Chain

CCR Institute's work

GRI 3-3 Socioeconomic Development, 413-1

The CCR Institute is a private non-profit institution created in 2014 to manage the CCR Group's social investment. Since then, its mission has been to promote social transformation in the municipalities and communities where the CCR Group operates, contributing to the enhancement of the social license to operate and full alignment with the UN's sustainable development goals.

During all these years of operation, it has already invested around R\$300 million and supported 730 projects in mobility and sustainable cities, culture and education, and health and safety, impacting more than 18 million people in 555 cities across Brazil. By 2035, the CCR Group plans to invest R\$ 750 million in initiatives that benefit society and the communities in which it operates, with the aim of promoting more resilient, inclusive and sustainable cities.

In 2024, the CCR Institute celebrated its 10th anniversary, a milestone that represents a new phase of maturity and the start of a new cycle in its activities. During this phase, it was able to reflect anew on its contribution to society with the aim of promoting human mobility, which led to an important strategic change.

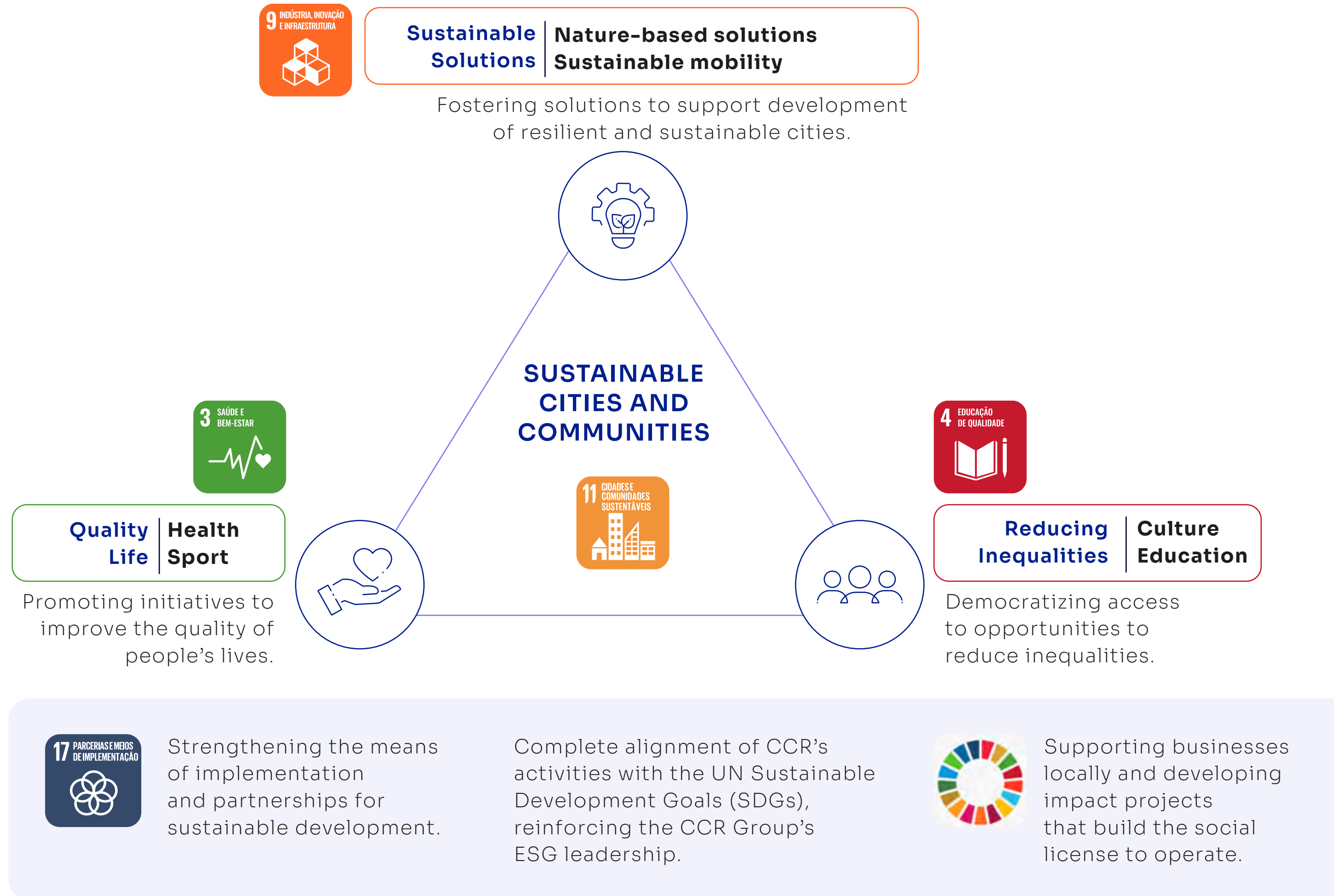
Based on an intense process of research and listening to stakeholders connected to the theme of sustainable cities, it sought to discover how it could position itself on this agenda, seeking to amplify its impact by fully exercising its vocation, which is to mobilize resources, articulate partnerships, share knowledge and develop projects. Today its objective has expanded and the Institute has taken on the ambitious mission of contributing to the development of inclusive, resilient and sustainable cities and communities.

For 2025, a criticality matrix will be developed, which will map and prioritize the beneficiary territories based on an analysis of business challenges and social vulnerability indexes. With the support, mobilization and articulation of other actors, such as social organizations, public authorities and other institutes and foundations, through coalitions, the work will focus on actions that can generate the greatest impact, through projects that promote effective and amplified local transformation in these communities.

The aim of this model of action is to unlock and pool resources, knowledge and networks and thus promote the social, cultural, environmental and economic strengthening of territories, converging actions into collective impact plans.

Also next year, it will work on the development of a territorial impact index, to measure the generation of value from actions in these locations in the medium and long term.

To shape this strategy, the CCR Institute redefined its three strategic focuses:



Climate action

In 2024, the CCR Institute joined a coalition with the Votorantim Institute and the Itaú S.A. Institute in the Climate Action project. Based on the Municipal Climate Vulnerability Index, created with the Getulio Vargas Foundation (FGV), this partnership will promote support for 10 municipalities in Rio Grande do Sul, which were hit by the extreme weather event last year. This is an initiative that has a technical partner to support public management and the development of municipal climate adaptation plans, a solution that could be expanded in the future to other locations where the group operates.

The Institute's activities in connection with the Sustainability strategy

The set of actions developed by the CCR Institute is linked to “Positive Impact on Society”, one of the five strategic pillars of sustainability of the CCR Group. Its investments include the creation of a relationship model with local communities, quantifying socio-economic impact and promoting mobility as a driver of sustainable cities.

Highlights

Mobility and sustainable cities:

- Creation of the **National Sustainable Mobility Observatory** at Insper's Cities Laboratory. Its aim is to support research and the systematization of data and evidence to support decision-making and the formulation of public policies linked to public transport systems, road safety and logistics in the country's largest cities in order to promote inclusive and sustainable urban mobility.
- Support for the pilot project **Favela 3D**, located in São Joasé do Rio Preto (SP), by Gerando Falcões, which promotes the reurbanization of peripheral regions of Brazilian cities through a 3D community model (dignified, digital and developed), created to be systematized and replicable.
- Participation in **South by Southwest** (SXSW) in Austin, Texas, the world's leading event for innovation, creativity and technology, presenting the social technology case of the Favela 3D project and taking part in debates and panels on sustainable cities, climate change and solutions for poverty reduction.

The CCR Institute has been operating for **10 years**:

+R\$ 300
million invested

730
projects supported in mobility and sustainable cities, culture and education, and health and safety

+18
million people impacted in 555 cities in Brazil

By 2035, the plan is to invest

R\$ 750
million

Culture

The first ten years of the CCR Institute’s operations have consolidated it as one of the largest supporters of culture in Brazil, concentrated in different niches:

- **Literature:** The CCR Institute has already impacted more than 500,000 people at literary festivals, being one of the main supporters of festivals in Brazil, such as the Pelourinho International Literary Festival (Flipelô, in Salvador (BA), the Peripheries Literary Festival (Flup), in Rio de Janeiro (RJ), and the Paraty International Literary Festival (Flip), in Paraty (RJ). In 2024, he made his debut at the São Paulo Book Fair and the São Paulo Book Biennial.

In 2024, the CCR Institute also invested R\$1 million in the “Caminhão de Histórias – Que Mistérios tem Clarice?” project, a traveling exhibition that toured cities in several Brazilian states on the highways in a 15-meter box truck inspired by the works of Clarice Lispector, aimed at children and young adults, with free activities in public and private schools, attracting around 200,000 visitors.

- **Museums and Arts:** In order to promote the democratization of access to art and culture in Brazil, the CCR Institute sponsors free admission to the Portuguese Language Museum (MLP) on Saturdays and supports the Tomie Ohtake Institute (SP), with free admission from Tuesday to Sunday in São Paulo, and the Casa de Jorge Amado Foundation (BA), with free admission on Wednesdays in Salvador. It also supports the Museum of Tomorrow, in Rio de Janeiro, which allowed free admission to be resumed on Tuesdays from 2022, an initiative to democratize access and social inclusion.
- **Classical music:** By supporting initiatives such as the São Paulo State Symphony Orchestra (Osesp), the Baccarelli Institute, the Tatuí Conservatory and Neojiba, the CCR Institute has been promoting social and cultural impact in various locations. In 2024, it also launched CCR Mobility Music, the largest classical chamber music project in Brazil, with 214 free concerts and 289 artists, held at CCR mobility stations and airports throughout Brazil.



- **Centenaries Project:** In 2024, through the Centenaries Project, the CCR Institute paid tribute to leading names in Brazilian culture who are celebrating or have already celebrated their 100th birthday. The tributes took place on the Yellow Line-4 of the Metro. Four great artists were honored with exhibitions: Tomie Ohtake (at Faria Lima station), Tarsila do Amaral (at Oscar Freire station), Cândido Portinari (at Higienópolis station) and Heitor Villa-Lobos (at Pinheiros station). The project aims to transform Line-4 into a cultural line, ensuring the democratization of access to art and culture for the thousands of Brazilians who frequent the stations every day, as well as improving our customers' experience.



CCR volunteer program

Through its volunteer program, called Nosso Mundo Melhor (Our Better World), the CCR Institute promotes volunteer actions throughout Brazil that can be carried out in person or virtually. More than 3,000 employee volunteers have already signed up and taken part in these initiatives, benefiting more than 21,000 people across the country. In 2024, the program saw an 84% increase in the number of registered volunteers, which represents the growing engagement of the group's employees with the social impact around its operations.

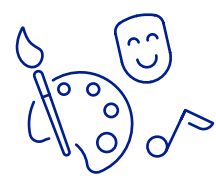


Education:

- **Paths to Citizenship:** In 2024, the program impacted more than 6,000 teachers in 1,700 schools and 280 municipalities. The initiative supports the transformation of the pedagogical practices of public elementary school teachers by offering free pedagogical materials and distance learning courses connected to urgent contemporary issues. Last year, 10 schools were awarded R\$30,000 in improvements to implement innovative projects and ideas with an impact on improving the quality of education in the municipalities where CCR operates.
- **co.liga:** Through the CCR Institute, the company became the sponsor of co.liga, a digital school run by the Roberto Marinho Foundation (FRM) and the Organization of Ibero-American States (OEI), which offers 52 free short-term courses in fields such as music, multimedia, design, visual arts, gastronomy and technology for young people aged 15 and over. The initiative is part of a plan of strategies for

the productive and educational inclusion of young people in situations of social vulnerability, offering training to generate employment and income. There are already more than 70 physical laboratories located in 11 Brazilian states.

In this three-year cooperation agreement, the institute is committed to supporting the training of 100,000 young people in the area of the creative economy in order to double the number of people registered on the platform by the first half of 2025, from 50,000 to 100,000 students. In 2024, a laboratory was set up in São Luís, Maranhão. The space has the capacity to receive up to 500 people aged 15 and over, interested in free training in areas aligned with the demands of the current job market. In 2025, the partnership also foresees the creation of an unprecedented course.



CCR Arts Station

In 2024, the CCR Group, through the CCR Institute, signed a partnership with the Osesp Foundation and the São Paulo State Department of Culture and Creative Economy to create the CCR Arts Station, a new concert hall located in the Júlio Prestes Complex, next to the Sala São Paulo and the Julio Prestes Station. The project was born with the aim of training new audiences, democratizing access to culture and diversifying cultural programming by offering shows focused on classical and popular music, dance, theater, literature and cinema, as well as educational and social activities. The venue has an audience that seats 543 people and a stage measuring 160 m². It was opened to the public on January 25, 2025, in celebration of the 471st anniversary of the city of São Paulo.



Caminhos
para a **Saúde**

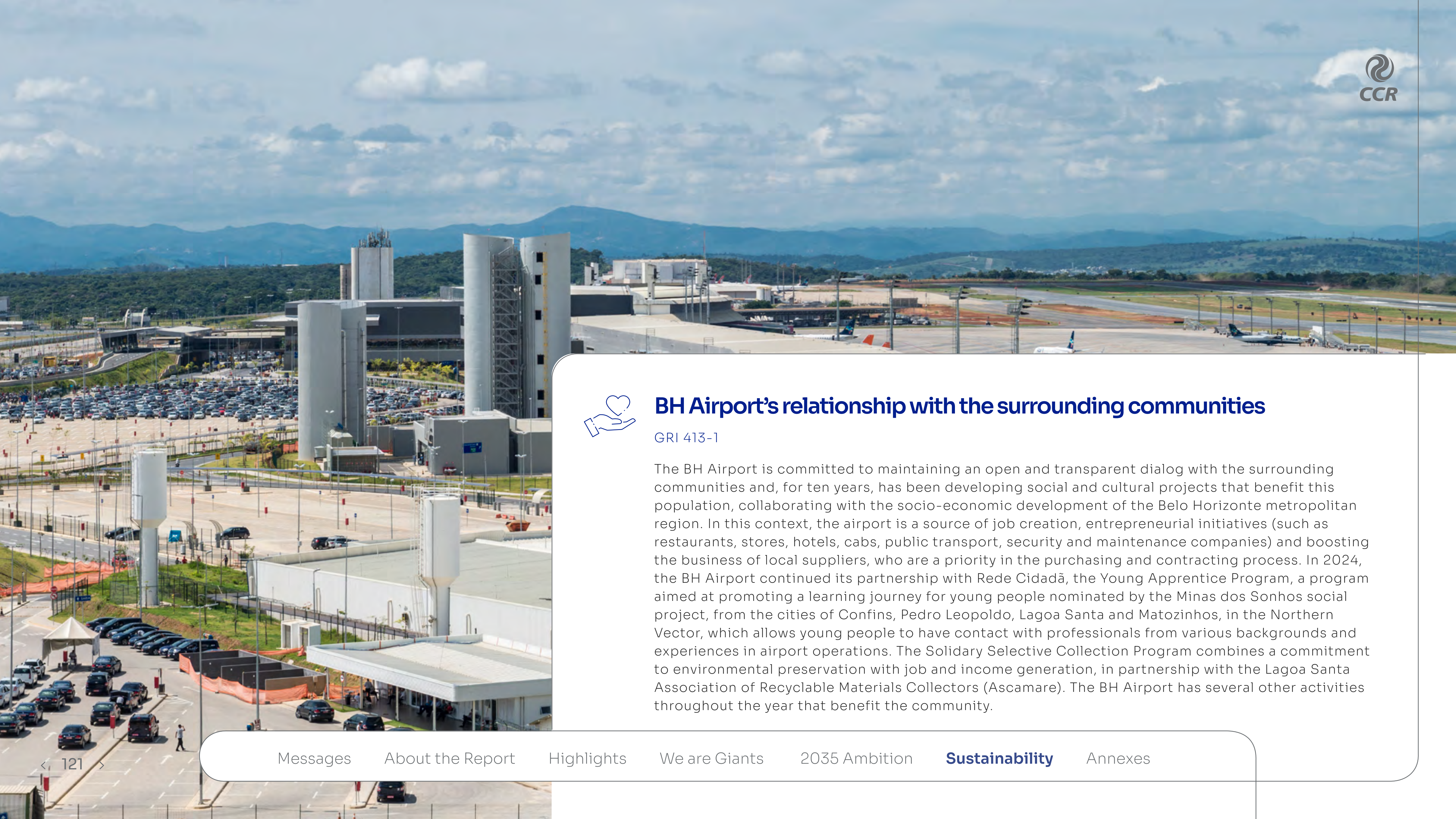


Health:

- **Paths to Health:** The CCR Institute runs the Paths to Health program, which offers free health services to drivers, motorcyclists, the surrounding community, pedestrians, subway and train customers. Dental consultations, tests for blood glucose, cholesterol, blood pressure, visual acuity, BMI calculation, hair-cuts, bioenergetic massage, massage therapy, podiatry, as well as emotional health actions and vehicle check-ups are available.

In 2024, more than 70,000 people took part in health and well-being activities in 13 states.

- **Support for hospitals:** The Institute also supports Graac, AACD and Dorina Nowil, all in São Paulo, and the Pequeno Príncipe Hospital in Curitiba (PR), the largest pediatric hospital in Brazil.



BH Airport's relationship with the surrounding communities

GRI 413-1

The BH Airport is committed to maintaining an open and transparent dialog with the surrounding communities and, for ten years, has been developing social and cultural projects that benefit this population, collaborating with the socio-economic development of the Belo Horizonte metropolitan region. In this context, the airport is a source of job creation, entrepreneurial initiatives (such as restaurants, stores, hotels, cabs, public transport, security and maintenance companies) and boosting the business of local suppliers, who are a priority in the purchasing and contracting process. In 2024, the BH Airport continued its partnership with Rede Cidadã, the Young Apprentice Program, a program aimed at promoting a learning journey for young people nominated by the Minas dos Sonhos social project, from the cities of Confins, Pedro Leopoldo, Lagoa Santa and Matozinhos, in the Northern Vector, which allows young people to have contact with professionals from various backgrounds and experiences in airport operations. The Solidary Selective Collection Program combines a commitment to environmental preservation with job and income generation, in partnership with the Lagoa Santa Association of Recyclable Materials Collectors (Ascamare). The BH Airport has several other activities throughout the year that benefit the community.



Nelson Mandela Reference Center room

The Department for the Promotion of Racial Equality and Traditional Peoples and Communities (Sepromi), the Bahia Urban Development Department (Sedur) and CCR Metrô Bahia inaugurated the Nelson Mandela Reference Center for Combating Racism and Religious Intolerance (CRNM) in December 2024. The Center offers legal, social and psychological assistance to victims of racism, racial discrimination and religious intolerance. The action expands the listening network and reinforces the commitment to bringing the CRNM's services closer to the population.



Sister Dulce Social Works (OSID)

The Lacre Solidário collection campaign, promoted by CCR Metrô Bahia, promoted yet another act of solidarity with the delivery of more than 2 tons of seals donated by Metrô customers to the Social Works of Sister Dulce (Osid). The material was delivered to CCR Metrô Bahia's headquarters on December 12, 2024.

The money raised from the sale of the seals was used to buy wheelchairs, which will be donated to OSID patients. This initiative brings together two CCR Culture Principles: Caring for Nature and Serving Society.



Socio-economic development

GRI 3-3 Socioeconomic Development, 3-3 Operational Reliability and Customer Experience, 203-1, 203-2

CCR Group’s Highway, Urban Mobility and Airport Platforms induce sustainable socio-economic development in the regions where they operate. The indirect economic impacts are extremely relevant in the context of external references and stakeholder priorities. Aligning operations with international standards, protocols and agendas of interest to civil society, such as the UN SDGs, allows the company to contribute to SDG 9 (Industry, Innovation and Infrastructure) and SDG 11 (Sustainable Cities and Communities), strengthening its position in the market, minimizing risks and maximizing long-term economic and social benefits.

Highways

Infrastructure investments in highways in 2024 totaled approximately R\$4.3 billion, spread across 11 concessionaires and different projects. At CCR RioSP, approximately R\$1.3 billion was invested, the main works being: Serra da Araras (R\$320 million), the São Paulo metropolitan region (R\$470 million), the rural region of São Paulo (R\$118 million) and sidewalk (R\$175 million). In the work on the marginal roads and the duplication of CCR ViaOeste’s portfolio, investments in 2024 amounted to R\$800 million. At CCR ViaSul and

CCR ViaCosteira, investments totaled R\$1 billion. At CCR AutoBan, the largest sidewalk intervention in the unit’s history began. In 2024 alone, R\$340 million was invested in sidewalk recovery out of a total of R\$1.1 billion over the next two years.

Airports

The year 2024 was marked by the progress of the mandatory investments set out in the Airport Operation Plan (PEA) for Phase IB of the Concession Contract, relating to the adaptation of the infrastructures of the nine airports that make up the Southern Block Concessionaire and the six airports that make up the Central Block Concessionaire, amounting to R\$1.54 billion. In addition, two airports will be completed by mid-2026: Curitiba (PR) and Navegantes (SC).

These investments can be summarized as improvements to boarding terminals, adjustments to current regulations and operational improvements to adapt to expected demand and are aimed at increasing airport operational safety and passenger comfort during the boarding process, baggage processing, disembarkation and improvements to the vehicle arrival and departure system, buses for the entire community that uses

the airport system’s facilities and improving the environmental quality of airports. Other investments and improvements were also made by increasing the number of shopkeepers in the passenger terminals, adapting the cargo terminals, hangars, fuel stations, car rental and services offered in the airport surroundings.

Regarding the obligations relating to Phase IB of the Pampulha Concession Contract, which are scheduled for February 2026, the following stand out:

- Building/refurbishing the General Aviation Terminals to meet the expected demand;
- To make the terminal area, equipment and other structures available for processing general and business aviation;
- Providing a taxiway system for access to the south hangar sector;
- Ensuring that there are no obstacles within the lane;
- Promoting the recovery of runway sidewalk pathologies and airport site boundary devices.

In 2024, the concessionaire has been diligent in making additional, non-mandatory investments to improve the local infrastructure and mitigate the problems caused by flooding, with the adaptation of the drainage system and its surrounding area, amounting to R\$15 million for the installation of the storm water containment system and adaptation of the drainage system to combat the recurrent floods that occur in the region.

The works in Phase IB of the South and Central Blocks are investments that are expected to be funded by tariffs, which are part of the concession contract's business model. The adaptation works carried out at Pampulha Airport are investments that are not expected to have a direct financial return, and the other infrastructure measures taken are free of charge.

In these works and in the operational activities of the airports, the importance of the investments for the development of the cities around the airports stands out, with the generation of 6,195 additional direct jobs, 76% of which will be local labor. Taxes have also been generated for the municipalities, contributing to public initiatives aimed at the population in general.

The impact on the economy of expanding the operational activities of airport assets is significant. Based on data from accreditation issues, we have an airport community of 15,931 people (2024 data) who work at airports, both directly in operations and in assignees and service providers.

There were also 1,460 contracts with various suppliers, including services and consultancies, for the implementation of the infrastructure in the Phase IB project, and 1,283 contracts for various services and consultancies for the management of airport operations.

Airport operations, through real estate development and other area leasing services promoted by Airports Platform's commercial area, have generated positive social and economic impacts—for example, with the creation of 2,360 fixed job vacancies in the new leased areas.



SÃO LUIZ (MA)

The transfer of the airport area for the implementation of a metropolitan avenue, at least 2 kilometers long, will be close to the street called “Rua do Muro”, will be located in Vila Cascavel and will bring several positive impacts, both environmental and social:

Improved urban mobility: the new avenue will improve connectivity between the neighborhood and other areas of the city.

Access to public services and infrastructure: the road will offer better access to essential services.

Increased quality of life: the new avenue will provide easier access to shops, public transport and other amenities.

Environmental protection: with the future installation of the effluent sanitation system, the region and the airport will have better soil and water quality, as the effluent will be collected and treated appropriately.

TERESINA (PI)

The construction of piping infrastructure on the airport site to receive sanitary sewage from neighboring areas, which was previously discharged irregularly, has had important positive social and environmental impacts:

The effluent from 100 houses located along the 1.4-kilometer stretch will now be collected and treated at the airport’s Effluent Station.

Environmental protection: the separation of rainwater drainage effluents prevents the contamination of water bodies and the degradation of aquatic ecosystems.

Improved water quality: the correct disposal of effluents improves water quality in drainage systems.

Prevention of public health problems: the collection network and proper treatment reduce the risk of diseases such as dengue fever and leptospirosis, which are associated with contaminated water.

Real estate appreciation: improving urban infrastructure contributes to real estate appreciation in the region.

Sustainability and regulatory compliance: the collection network guarantees compliance with environmental standards.

Promoting sustainable development: proper effluent treatment promotes urban development in line with responsible environmental conservation practices.

PAMPULHA (MG)

The construction of the containment basin at Pampulha Airport has had a number of positive impacts, both environmental and social:

Reducing flooding: the containment basin temporarily stores rainwater, reducing the risk of flooding in the area.

Protection of Urban Infrastructure: the work protects streets, sidewalks, sewage systems and buildings from damage caused by flooding.

Increased safety and well-being: reducing flooding reduces the risk of accidents such as drowning and falls, as well as preventing diseases associated with stagnant water.

Environmental preservation: the basin prevents soil erosion and the destruction of vegetation, as well as filtering contaminants.

Real estate appreciation and urban development: drainage infrastructure contributes to real estate appreciation and boosts development in the region.

Economic benefits: reducing flood damage cuts costs for repairs and emergency services, while improving safety and quality of life.

FOZ DO IGUAÇU (PR)

In 2024, Airports Platform carried out the entire adaptation of the containment system to prevent flooding events on the neighboring land, which were common in previous administrations:

Reduced flooding: The containment basin temporarily stores rainwater, reducing the risk of flooding in the area.

Increased safety and well-being: The reduction in flooding reduces the risk of accidents.

Environmental preservation: The basin prevents soil erosion and the destruction of vegetation, as well as filtering contaminants.

Economic benefits: reduced costs for repairs and emergency services.

At the 16 airports managed by Airports Platform Airports Platform, around 19,000 people work directly on operations, including employees of the company and other companies, ensuring that all processes run efficiently and safely. These professionals perform crucial functions, from passenger service to equipment maintenance and facility security.

In 2024, the Airports Platform took on 960 new hires, as well as 1,283 different contracts for services and consultancy, with a focus on managing airport operations. To make these activities possible, it contracted 1,313 suppliers to purchase goods and equipment, with a total investment of around R\$205 million. These figures reflect the commitment to the expansion and continuous improvement of airport operations, boosting job creation and the development of the local economy, as well as ensuring that airport operations are carried out efficiently and safely.

Urban Mobility

In 2024, the CCR Group invested R\$2 billion in the platform, an amount aimed at modernizing the infrastructure, expanding, making new acquisitions and improving the quality of service of its train, metro and tram systems. This amount was divided into R\$1.4 billion for lines 8-Diamante and 9-Esmeralda, for metropolitan trains; R\$122.2 million for Line 4-Yellow;

and R\$254 million for Line 5-Lilac, for the Metro, all in São Paulo. As well as R\$159 million for the VLT Carioca and R\$151 million for CCR Metrô Bahia.

During the year, ViaMOBILITY took a big step towards sustainability by renewing its fleet on lines 8 and 9 with 26 new state-of-the-art trains, totaling 36 new vehicles, which have been designed to significantly reduce energy consumption and pollutant emissions compared to previous models. Moreover, the modern design, with larger windows, wider aisles and greater accessibility, provides a comfortable travel experience and thus encourages the use of public transport as a more pleasant and sustainable alternative, as well as contributing to building a cleaner and more efficient city for everyone.

The concessionaires of the Urban Mobility Platform, together with the CCR Institute, promote numerous socio-cultural campaigns, such as cultural exhibitions, awareness-raising and health and well-being promotion. On the other hand, the negative aspects generated by the operation are related, for example, to noise and vibrations from trains and surface subways, as well as the generation of waste from maintenance and commercial points. For these issues, the concessionaires have a program for managing and properly disposing of the waste generated. In this context, major projects, such as extensions,

can cause temporary interruptions in the flow of passengers and in the operation of the systems, negatively impacting mobility.

With the construction of the Gentileza Intermodal Terminal (TIG), the Urban Mobility Platform has promoted a real revitalization of the Gasômetro region in Rio de Janeiro. An area previously marked by environmental degradation, the result of decades of polluting industrial activity stemming from the production of natural gas from coal and then naphtha, has been transformed into a modern transportation hub, integrating buses, BRT and VLT.

As well as offering greater convenience and efficiency to public transport users, this pioneering work has made it possible to reclaim an urban space by decontaminating the soil and creating a healthier and more pleasant environment for the population. The Cores da Brasil project, which involved the local community in the creation of graffiti panels, added a touch of art and identity to the site, transforming the transport corridor into an open-air gallery. This initiative demonstrates the platform's commitment to sustainable development and valuing local culture.



Removal and resettlement programs

GRI 413-2

Highways

Highways Platform has a specific Removal and Resettlement Program to deal with involuntary displacement resulting from expropriation processes and, in accordance with the obligations of the concession contracts, irregular occupations in the highway right-of-way. This initiative is based on the elements gathered after identifying the population and economic activities affected by the expropriation, as well as those existing in the right-of-way. During this process, the areas/occupations are physically registered and, for irregular occupations, a socio-economic survey is carried out to define the social profile of the families.

As national normative premises, the program is based on compliance with the relevant legislation,

such as the 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 of possession in urban residential properties] and other applicable laws), in addition to the DNIT's 2022 Resettlement Program Guidelines. In addition to these national standards, the CCR RioSP and CCR MSVia units also comply with Performance Standard 5 (Land Acquisition and Involuntary Resettlement) of the International Finance Corporation (IFC).

In 2024, in compliance with the clearance plan set out in CCR ViaSul's concession contract, 215 of these clearances were completed. Similarly, according to CCR ViaCosteira's eviction plan, 74 areas of the right-of-way were vacated in 2024. The eviction plan applied includes all the social actions to be developed for negotiations and monitoring of families, before, during and after moving in, as well as negotiations for commercial occupations.

This cycle also saw the continuation of CCR RioSP's Eviction Plan, through which 334 areas were evicted. Of the families identified as vulnerable, property valuation reports were carried out on BR 101 and 18 reports on BR 116, which, using the methodology recommended in NBR 14.653-1:2001, make it possible to assess and value existing homes or businesses on the right of way and ensure that the occupant in a situation of vulnerability is able to acquire another property or business outside the right of way that is in a regular situation or can be regularized.

Collective meetings were also held to allow the social participation of interested parties, such as communities, public authorities and concessionaires, providing a space for clarification, discussion and decision-making on both BR 101 and BR 116, in continuity with the premises on which NOR 026—Norma de Desapropriação Acordo Amigável (Expropriation Standard Amicable Agreement)—was based.

Despite the impacts generated during the construction period, investments in infrastructure provide significant collective benefits to the community that uses the roads. By reducing travel times and improving traffic safety, it contributes to quality of life, allowing people more time to devote to productive and recreational activities, as well as reducing the number of traffic accidents. It can also generate new business opportunities, such as hotels, restaurants and local shops, contributing to economic development in communities and generating

employment in sectors directly related to tourism, as well as improving access to health and education services, generating an increase in the population's quality of life, a reduction in regional inequalities and social inclusion.

Airports

During the works to improve the infrastructure of the South and Central Block Airports, two areas adjacent to Uruguaiana Airport, located in Rio Grande do Sul, had to be involuntarily expropriated in order to adapt the runway and take-off landing protection area, where it is mandatory to have safe distances for aircraft to land and take off. The main purpose of an airport's runway protection strip, known as a safety strip or runway safety area, is to ensure the operational safety of aircraft during the landing and take-off phases. Its functions include aircraft safety, aircraft recovery (in the event of an aircraft leaving the runway), protection in the event of an emergency and compliance with standards and regulations in accordance with the standards of the International Civil Aviation Organization (ICAO) and national aviation authorities (such as Anac in Brazil).

The areas were expropriated in accordance with the Public Utility Decrees: Ordinance No. 1,463 of October 26, 2022 and Ordinance No. 337 of July 23,



Social Work

In order to implement the works and comply with contractual obligations, CCR ViaSul, ViaCosteira, CCR ViaOeste, CCR SPVias and CCR RioSP have set up an exclusive service channel for the affected community, which values personalized and transparent communication.

2024, with the expropriation of 43,260.37 m² in and a total expropriation value of R\$4.68 million, disbursed between 2023 and 2024. In the areas not used for housing, expropriations are centered on two plots of land: one is non-productive and open field, and the other is part of a club that has been compensated with a leisure infrastructure installed on the site, such as a swimming pool and barbecues, which has been repositioned by the aeroclub within the land itself, with no impact on attendance for members.

Urban Mobility

The expropriation operations related to the Mobility Platform in 2024 focused on two processes located in the city and county of Itapevi, in São Paulo, which were aimed at freeing up areas needed for projects on Line 8, operated by ViaMOBILITY Lines 8 and 9. These works represent a significant advance in improving road safety and pedestrian accessibility, eliminating the risks associated with level crossings and providing more fluid and safer traffic.

Both expropriated areas were privately owned, unoccupied and without apparent buildings or improvements, and had no public use, social character or commercial activity. They are:

- First process: location: area intended for the implementation of the Jardim Portela footbridge, in Itapevi (São Paulo); Legal basis: Public Utility Decree No. 67,921, of September 12, 2023; Dimensions: 897.89 m²; Procedural history: Distributed on March 18, 2024, with possession taken on September 16, 2024.
- Second process: location: area destined for the implementation of the Jardim Sorocaba footbridge, in Itapevi (São Paulo); Legal basis: Public Utility Decree No. 67,922, of September 12, 2023; Dimensions: 831.40 m²; Procedural history: Distributed on August 7, 2024, with possession ordered in the second instance on December 16, 2024, pending compliance.

No significant negative impacts on local communities were identified as a result of these operations, given that the expropriated areas were unoccupied and without social or commercial use. For 2025, it is expected that more relevant impacts will be generated in the following operations:

- Extension of Line 4-Yellow: Location: segment between Vila Sônia and Taboão da Serra; Potential impact: expropriation of part of a pu-



blic park to build the future Chácara do Jockey Station, although the area of interest is small and has no public use.

- Extension of Line 5-Lilac: Location: segment between Capão Redondo and Jardim Ângela; Potential impact: expropriations affecting part of local commerce.

Future operations will be monitored with attention to economic, social and cultural impacts. The organization remains committed to mitigating adverse effects, prioritizing solutions that minimize the impact on affected communities.



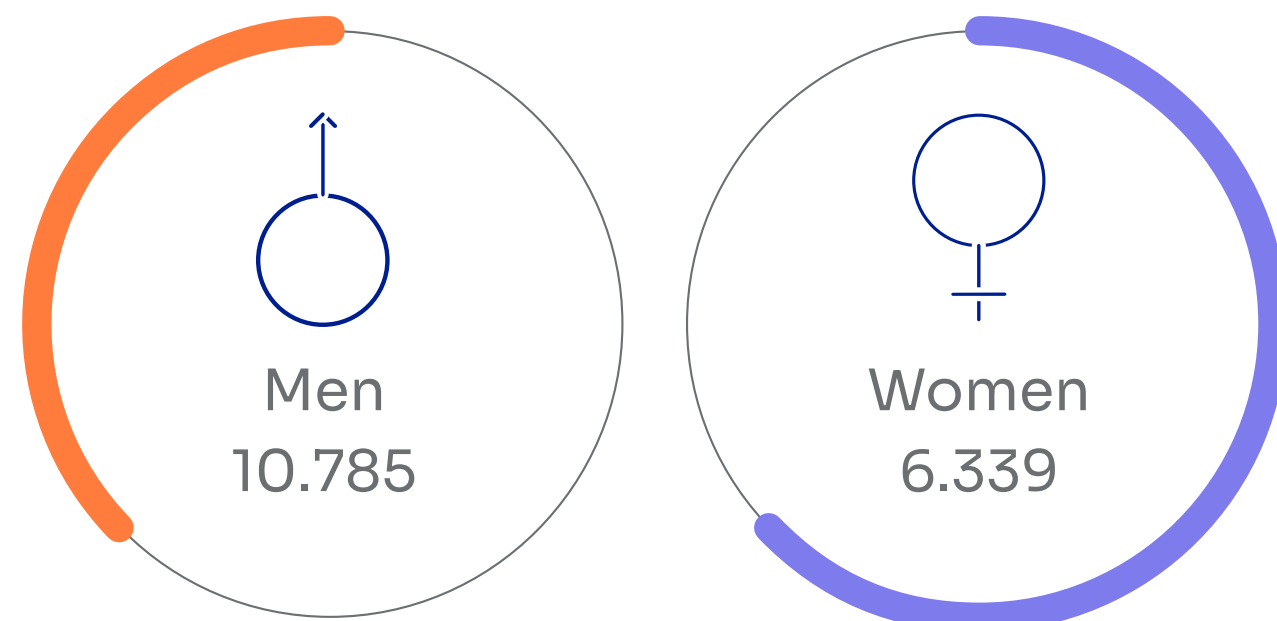
Valuing people

HUMAN CAPITAL | GRI 2-7, 3-3 Human Capital

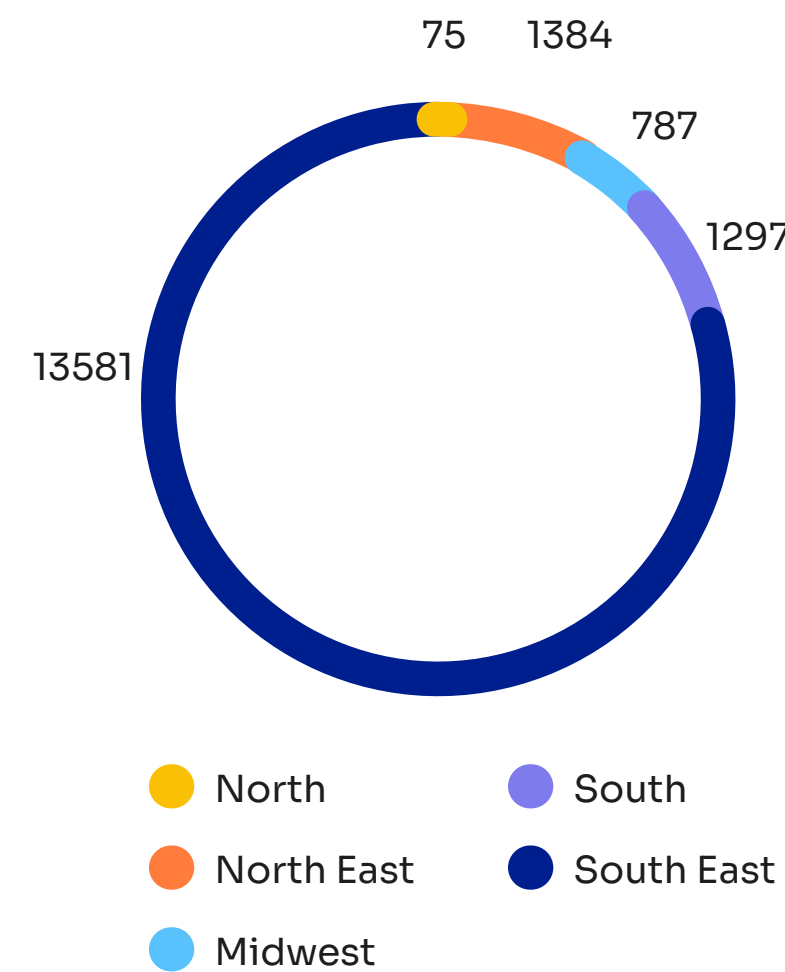
Information on employees and other workers

All of the CCR Group’s efforts to value people are directly related to one of the group’s strategic pillars and its 2035 ambition, including the associated goal of maintaining employee engagement levels above 90%. The Vice Presidency of People and Organizational Development reports directly to the CEO and is responsible for human capital, a fundamental issue for the CCR Group. The area’s responsibilities include: attracting and selecting talent; development, career and succession; organizational culture and engagement; corporate education; diversity and inclusion; compensation and benefits; union and labor relations; quality, occupational safety and health; change management and organizational design; strategic workforce planning; and Innovation and People Technology (Integhra).

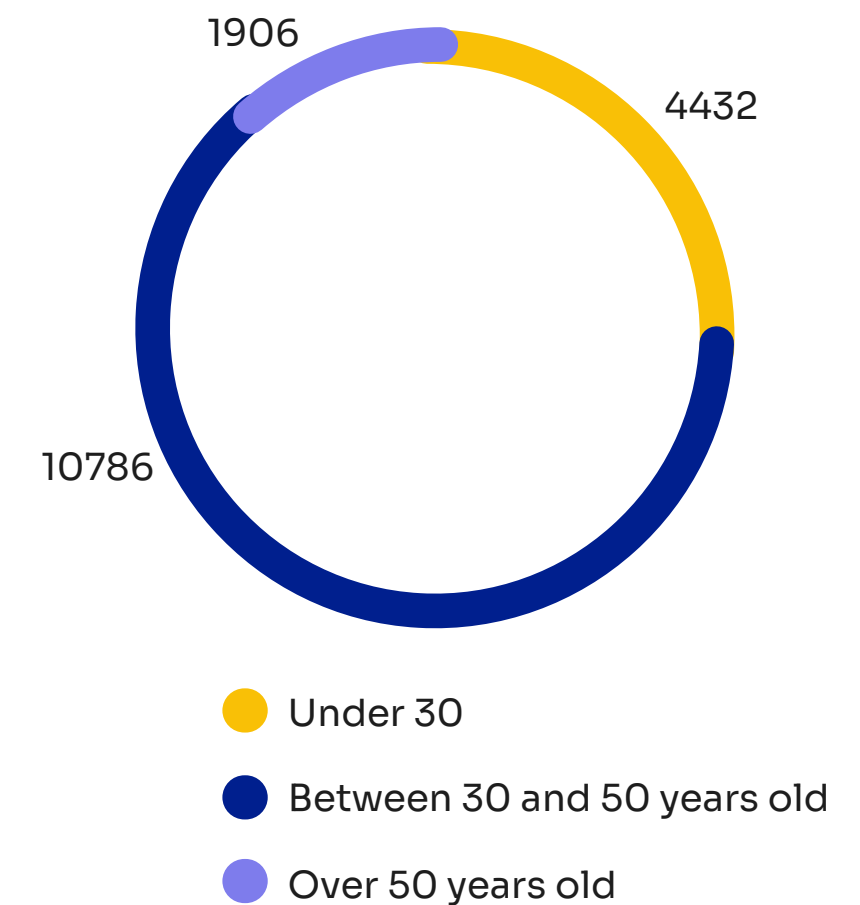
TOTAL NUMBER OF EMPLOYEES CCR GROUP



EMPLOYEES BY REGION



EMPLOYEES BY AGE GROUP





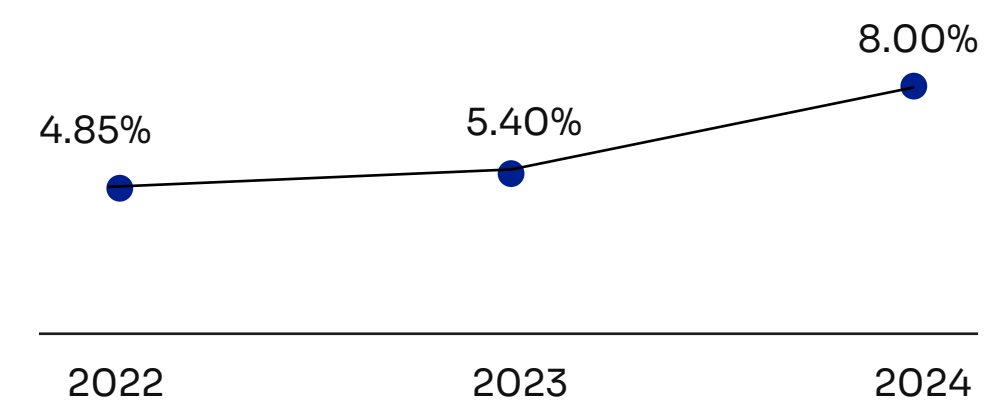
Turnover

GRI 401-1| SASB SV-PS-330a.2; TR-RO-320a.2

CCR Group understands that the tenure cycles of professionals within organizations, not just in the infrastructure sector, are getting shorter and shorter. Faced with this reality, the company has an active listening process in exit interviews to understand the reasons for the decision. For the company in particular, the biggest challenge is to understand turnover (and the reasons for leaving) in the first year of employment, with a special focus on entry-level positions.

These processes (even when the decision to leave is made by the group) generate important learning for those responsible for selection, including the connection between the professionals and the culture and the profiles needed to hire them. In this context, teams are increasingly taking care of the arrival of professionals at the company, in a structured onboarding process, as well as those who are promoted, change area or function or take on a leadership role. In addition, historically, the processes for hiring young apprentices and interns have prioritized local community labor (including social projects).

VOLUNTARY TURNOVER



Organizational culture

GRI 401-1, 404-2, 403-6, 403-10 | SASB TR-RO-320a.2; SV-PS-330a.2, SV-PS-330a.3

Training and development

GRI 404-1, 404-2

Within the CCR Group, the CCR Academy is responsible for training and has invested heavily in training programs with the aim of developing and improving the technical and behavioral skills of its employees. Among the initiatives implemented are specific technical training focused on essential skills for each area, leadership development programs aimed at preparing managers and future leaders, and refresher courses that keep up with market trends and innovations.

It also offers personalized mentoring, with individualized monitoring of each employee and continuous performance evaluations with structured feedback, promoting professional growth in line with organizational objectives. In its commitment to continuing education, it also invests in incentive programs, such as scholarships for postgraduate courses, MBAs and languages, creating opportunities for development.





Furthermore, 129 employees were awarded scholarships, 108 for language courses and 21 for post-graduate courses.

At CCR, there is also a performance cycle, which aims to assess the performance of employees over the last year and work on their development in the following months, which is made up of the stages of self-assessment, leadership assessment, calibration forum, feedback and Individual Development Plan (IDP). The assessment is based on the three pillars of the culture, integrity, integration and impact, and includes three open questions: strengths, development points and career interests. The development actions are monitored by the leadership throughout the year, but the company values working with career protagonism, understanding that each individual is the owner of their own professional choices and that the responsibility for carrying out and completing the plan lies exclusively with each employee.

In 2024, the teams began to implement the assessment of potential for senior leadership using the learning agility methodology, an approach that makes it possible to identify not only employees' current skills and abilities, but also their ability to learn, adapt and develop in new contexts and challenges. This tool

has been integrated into the performance assessment cycle, creating a more complete view of the potential of professionals. This work will result in a succession map that is more aligned with CCR's strategic objectives, enabling more efficient management of future leaders and anticipating people development needs for key positions.

Currently, the company does not offer formal career transition assistance programs aimed at employability or end-of-career management, but it is always attentive to the needs of its employees, constantly considering new initiatives that contribute to this context. As part of this commitment to continuous development, it has the robust training, personalized mentoring and continuing education programs already mentioned, helping to develop essential skills so that its professionals are prepared for new challenges, whether inside or outside the group. In addition, it seeks to expand its efforts by exploring possibilities for partnerships and future programs that can offer structured support in times of transition, such as retirement or termination..

Viva Bem

Benefícios | Saúde e Bem-estar

**AQUI NÓS
CUIDAMOS DO
SEU SORRISO E
BEM-ESTAR.**



Benefits, Health and Well-being

GRI 401-2, 403-6, 403-10

In line with its Health and Well-Being Policy and based on a health diagnosis and market references, CCR relaunched its Benefits, Health and Well-Being program, Viva Bem, and defined its priorities until 2025. The program consolidates all the care tools into four pillars (mental, physical, social and financial). It offers programs for pregnant women, chronic and musculoskeletal diseases, orthopedics, online psychotherapy, encouragement to practice physical

activity, training for first responders in mental health, among others, in addition to developing health awareness and promotion campaigns, such as the annual flu vaccination.

To provide employees with well-being and quality of life, the company also offers benefits such as: medical assistance and a dental plan for employees and their dependents, access to discounts on medicines from a wide network of accredited providers, private pension plans with exclusive advantages, life insurance (for protection in the event of death or disability), meal vouchers, food vouchers, Christmas

hampers, maternity and paternity leave, childcare and transport vouchers. Through the Workplace Flexibility Policy, it offers employees a special day off on any day of their choice in the month of their birthday, remote work twice a week (if the job allows it), reduced working hours once a month (being able to choose a day of the week to clock in or out four hours before or after their usual working hours) and flexible working hours to clock in or out up to two hours before or after their usual working hours.

Diversity and Inclusion

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

The diversity agenda continues to be increasingly present and integrated into CCR Group’s strategic thinking, carried out through a broad and structured program of actions, worked on in a transversal and multidisciplinary manner throughout the company, which has stood out in the construction of incentive policies as a way of reducing inequalities. In 2024, it was recognized as one of the top 25 companies in the GPTW Best Companies for Women to Work For ranking, being the only representative of the mobility infrastructure sector. Currently, women make up 37% of the CCR Group’s total workforce and, from 2023 to 2024, it increased female participation in management positions from 25% to 46%.

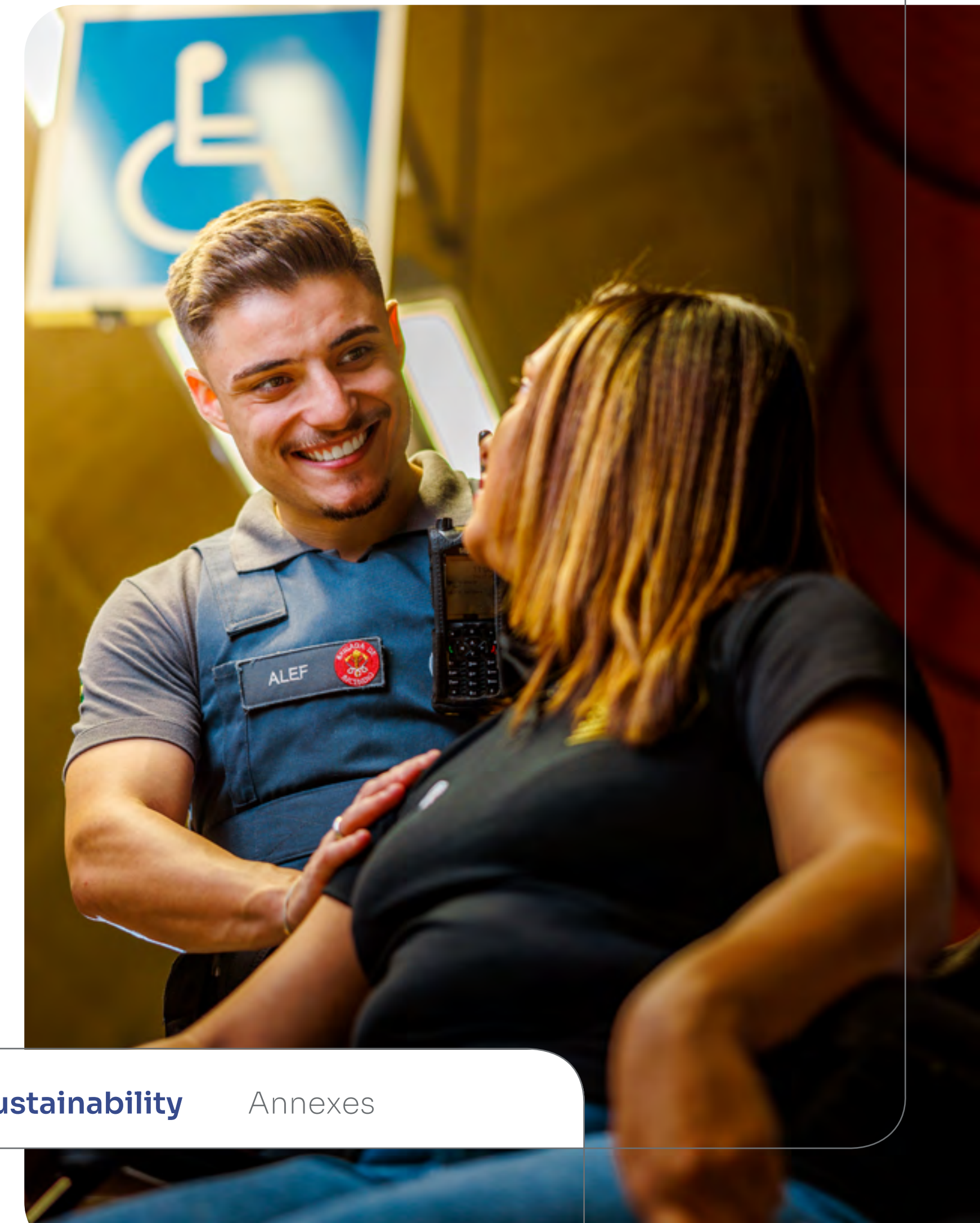
Also in 2024, the Pertencer - Inclusão e Respeito para Ser (Belonging – Inclusion and Respect for Being) Program was expanded, incorporating the company’s principles on this agenda and its way of acting, its vision for the future and the behaviors expected of employees and leaders on these fronts. This initiative is an evolution in CCR Group’s Diversity & Inclusion (D&I) journey, establishing new governance to strengthen the issue within the company. With the new program, the Diversity Committee, the Diversity Office and six affinity groups were created, namely: Cultures and Regionalities, Gender Equity, Genera-

tions, LGBTQIAPN+, People with Disabilities and Races and Ethnicities. Its aims are to provide employees with the opportunity to get involved in D&I actions, to create a safe space for discussions and the exchange of experiences, to foster mutual learning and the collaborative construction of solutions that meet the needs of each affinity group.

Structure of affinity groups

The CCR Group currently has six affinity groups with the main objective of generating pride in belonging, made up of volunteer employees from different areas, regions and positions. They are supported by the so-called sponsors, who form the group of senior executives dedicated to each of the themes within the company. Their main duties and responsibilities are: to act as a spokesperson for the theme internally and externally, to validate the D&I strategy and to act in accordance with the company’s inclusive and equity policy, being a “link” between the strategic and the tactical, sharing ideas on the theme in meetings with their teams.

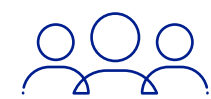
pertencer
Inclusão e respeito para ser



The Diversity & Inclusion Committee is a key player in the advancement and maturation of the topic. Its main duties and responsibilities are to strategically support the implementation of the CCR Group's D&I program, monitor the KPIs (indicators and metrics) and act as an executive intermediary for strategic information from the leaders of the affinity groups to the respective vice-presidents, who are appointed as sponsors of the D&I pillars. The leaders are professionals who act as influencers in the company and inspire the engagement of an inclusive culture, setting an example for others. They carry out strategic alignment for decision-making on the subject and are the company's spokespeople to the internal public, disseminating key messages from their leading role in D&I governance.

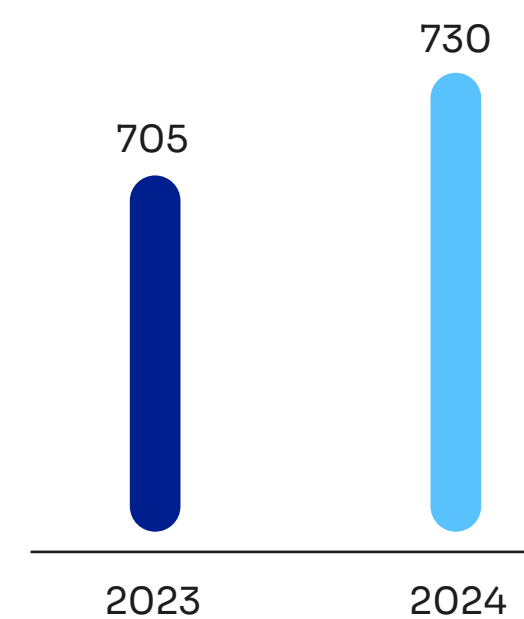
Governance of the issue

The CA-CCR monitors compliance with strategic actions, directing institutional efforts towards advancing the Human Rights, Diversity and Inclusion agenda. The Executive Board deliberates on actions, resources and investments, as provided for in the budget, for programs and projects that consider the cross-cutting nature of the issue in the areas in which it operates, identifying potential related risks, specificities and/or opportunities in the Platforms and business units. The People Department conducts the CCR Group's Diversity and Inclusion Strategy, prioritizing actions aimed at employees and in conjunction with key areas in an integrated and cross-cutting manner, stimulating culture building and synergy between related projects, actions and activities.



The diversity booklet is an educational material that aims to introduce employees to the main concepts of diversity and inclusion, as well as the important behaviors in promoting a more inclusive culture, in didactic and accessible language.

WOMEN IN LEADERSHIP*



*Includes coordinators, directors, executive directors, managers, executive managers, leaders and supervisors.

Annexes



NARRATION



CONTRAST

GRI Index

Statement of use: CCR S.A. has reported in accordance with the GRI Standards for the period from 01/01/2024 to 31/12/2024.



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/ DESCRIPTION/ OMISSION
	The organization and its reporting practices	
	2-1 Organization details	Page 8. CCR Group, or CCR, is a joint stock company headquartered in the city of São Paulo/SP with operations in Brazil, Ecuador, Costa Rica and Curaçao.
	2-2 Entities included in the organization's sustainability report	According to DFP - Standardized Financial Statements available at Central de Resultados - CCR. CCR, AutoBAn, ViaOeste, RodoAnel Oeste, SPVias, MSVia, ViaSul, ViaCosteira, RioSP, ViaLagos, ViaQuatro, VLT Carioca, Metrô Bahia, ViaMOBILITY Lines 5 and 17, ViaMOBILITY Lines 8/9, BH Airport, BlocoSul, BlocoCentral, Pampulha, Barcas, MTH, CCR España Empreendimentos, LamVias, PRN Concessões, ND Concessões, RDN Concessões, Four Trilhos, CPC, 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, Cinco Trilhos, RS Holding, Metrô Linha15, SobreTrilhos. CCR USA (in liquidation) * On May 28, 2024, the sale of CCR's entire stake in Sann's share capital was completed.
	2-3 Reporting period, frequency and point of contact	The Report is published annually for the period from January 1, 2024 to December 31, 2024, the same period as the financial statements. It was published on xx/04/2025. For more information please send an email to contato.sustentabilidade@grupoccr.com.br
	2-4 Reformulations of information	The GHG emission indicators have been reformulated as indicated in the footnotes on page 151
	2-5 External check	Page 207. The company's CA-CCR decided to hire KPMG Auditores Independentes Ltda. to provide independent auditing services for its financial statements and those of its subsidiaries from 2022 to 2026. This report underwent the external assurance process 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).
GRI 2: Content General 2021	Activities and workers	
	2-6 Activities, value chain and other business relationships	Pages 25, 82, 91 and 110. Items 1.2 and 1.4 of the Reference Form describe CCR Group's value chain, which remains the same as in recent years.
	2-7 Employees	Pages 131, 174 and 175. CCR's People and Management area uses an integrated system to compile the total number of employees, presenting the figure for the last day of 2024.
	2-8 Workers who are not employees	CCR has a team made up of outsourced employees, based on contracts with companies specialized in providing services, which operate in compliance with current legislation. In 2024, the CCR Group had 19,068 third parties working in conservation and maintenance services, cleaning of facilities, construction, assembly, consultancy, signaling, guarding, surveillance, operational and administrative support. CCR uses a continuous monitoring approach to compile data on outsourced workers. Partner companies are responsible for providing detailed monthly reports on the number of outsourced workers who are providing services to CCR. These reports are sent to CCR and checked by the Occupational Safety team to ensure the accuracy of the data.
	Governance	
	2-9 Governance structure and its composition	More details on the criteria adopted to appoint and select the members of the highest governance body are available in item 7.1 of the Reference Form.
	2-10 Appointment and selection to the highest governance body	Pages 51 to 54.
	2-11 Chairman of the highest governance body	Page 69. The chairman of the CA-CCR does not accumulate functions as an executive of the CCR Group.

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/ DESCRIPTION/ OMISSION
GRI 2: Content General 2021	2-12 Role played by the highest governance body in overseeing impact management	Pages 51, 52, 53 and 54. Through the reports received by the Confidential Channel, the CA-CCR investigates and recommends actions to be implemented.
	2-13 Delegation of responsibility for impact management	Pages 41 and 51 to 54.
	2-14 Role of the highest governance body in sustainability reporting	Pages 51 to 54.
	2-15 Conflicts of interest	Page 69
	2-16 Communicating crucial concerns	Pages 65 to 68.
	2-17 Collective knowledge of the highest governance body	Pages 51 to 54.
	2-18 Evaluation of the performance of the highest governance body	Pages 51 to 54.
	2-19 Remuneration policies	Pages 55 to 57. There is no provision in the policy for attraction bonuses or incentive payments for recruitment and termination payments or retirement benefits.
	2-20 Process for determining remuneration	Pages 55 to 57.
	2-21 Proportion of total annual remuneration	The ratio of the annual total remuneration of the highest paid individual in 2024 to the average of the other employees was 98%. The percentage increase in the annual total remuneration of the highest paid individual in the organization in 2024 was 84%, and the average percentage increase in the total remuneration of the other employees was 51%, compared to the previous year.
	Strategy, policies and practices	
2-22 Declaration on sustainable development strategy	Pages 3 to 7.	
2-23 Policy commitments	Pages 11, 12, 38 to 40, 55, 65 to 69.	
2-24 Incorporating policy commitments	Pages 12, 58 to 59, 65 to 68, 110 to 111.	
2-25 Processes to repair negative impacts	Pages 65, 66, 67 and 68.	
2-26 Mechanisms for advice and raising concerns	Pages 15, 65 to 68	
2-27 Compliance with laws and regulations	No such cases were recorded in 2024.	

Stakeholder engagement

Through its Policy for the Management of Affiliation to Trade Unions, Associations, Class Entities and the Like, CCR Group has drawn up guidelines for affiliation to Business Associations, Sector Entities, ThinkTanks, discussion groups and benchmark groups that are aimed exclusively at technical production and the like. The aim is to ensure better management and governance of participation in sector associations, with a careful evaluation and approval process prior to joining.

GRI 2: General Contents 2021

2-28 Membership associations

Groups and associations	Platform
ABR-AIRPORTS do Brasil	Airports
ACI - LAC	Airports
PHARMACEUTICAL INDUSTRY UNION	Airports
ANPTRILLS	Mobility
UITP- Union Internationale des transports publics	Mobility
ABCR-Brazilian Association of Highway Concessionaires	Highways
ABDIB - Brazilian Association of Infrastructure and Basic Industries	Corporate
ABRASCA-Associação Cias Abertas	Corporate
CEBDS-Brazilian Business Council for Sustainable Development	Corporate
MOVEINFRA - Platform apportionment	Corporate
IBGC- Brazilian Institute of Corporate Governance	Corporate
IBRAC- Instituto Bras. Estudos de Concorrência, Consumo e Comércio Inter.	Corporate
ABSC-Associations Shared Services	CSC
GIFE-Group of Institutes, Foundations and Companies	CCR Institute
LATIM PACTO - PHI Philanthropy Institute	CCR Institute

2-29 Approach to stakeholder engagement

Pages 37 to 40, 45 to 49.

2-30 Collective bargaining agreements

Page 176.

SPECIFIC TOPICS

3-1 Process of defining material topics

Pages 37 to 40.

GRI 3: Material Topics 2021

3-2 List of material topics

Pages 39 and 40. The materiality review resulted in the following changes to the material topics compared to 2023: Climate change is now Climate strategy, Biodiversity and land use is now a secondary topic. The Governance theme is now Governance, ethics and compliance, in addition to the inclusion of the Value chain theme. The Work Environment theme has been renamed Human Capital and Employee and Customer Safety has been split into Health and Safety and Operational Reliability and Customer Experience. The Quality of Services theme was abolished, as was Community Relations. The topics Government Relations and Socioeconomic Development were added.



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/ DESCRIPTION/ OMISSION
Material topic: Socio-economic development		
GRI 3: Material Topics 2021	3-3 Management of material issues	Pages 25, 27, 28, 29, 30, 31, 32, 33, 42, 43, 114 to 126.
GRI 201: Performance Economic 2016	201-1 Direct economic value generated and distributed	Page 23. Information on revenues page 10 and investments in communities page 114. CCR Group discloses information on added value in accordance with the DFP, so we do not segregate by country, region or market.
GRI 203: Indirect Economic Impacts 2016	203-1 Investments in infrastructure and support services	Pages 123 to 126.
	203-2 Economic impacts significant indirect	Pages 123 to 126.
Material topic: Governance, ethics and compliance		
GRI 3: Material Topics 2021	3-3 Management of material issues	Pages 42 and 43, 51 to 69
GRI 205: Fight against Corruption 2016	205-1 Operations assessed for risks related to corruption	Pages 65, 66, 69, 110, 111 and 193
	205-2 Communication and training on policies and procedures for fighting corruption	Pages 65 to 67 and 193 to 195.
	205-3 Confirmed cases of corruption and measures taken	No such cases were recorded in 2024.
GRI 206: Competition Disloyal 2016	206-1: Legal actions for anti-competitive behavior, anti-trust, and monopoly practices.	No actions of this nature were recorded in 2024.
Material topic: Operational reliability and customer experience		
GRI 3: Material Topics 2021	3-3 Management of material issues	Pages 75 to 89, 112 and 113.
Material topic: Government relations		
GRI 3: Material Topics 2021	3-3 Management of material issues	Pages 29, 30, 42, 43, 45, 65 and 66. The ABNT NBR ISO 37301 - Compliance Management System and ISO 37001 - Anti-Bribery Management System certifications held for all CCR Group assets guarantee the management, tracking and effectiveness of the measures taken in relation to the topic. During the year, CCR Group was not involved in any negative impacts related to the topic. Potential negative impacts are monitored by CCR's Integrity Program. The purpose of the Stakeholder Engagement Policy is to guide CCR Group's decision-making and initiatives aimed at its strategic stakeholders.
GRI 415: Policies Public 2016	415-1 Political contributions	We do not make political contributions, as required by law.



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/ DESCRIPTION/ OMISSION	
Material topic: Health and safety			
GRI 3: Material Topics 2021	3-3 Management of material issues	Pages 42 and 43, 63 and 64, 70 to 74, 81	
	403-1 Occupational health and safety management system	Pages 70 to 78.	
	403-2 Hazard identification, risk assessment and incident investigation	Pages 70 to 78.	
	403-3 Occupational health services	Pages 70 to 78.	
	403-4 Worker participation, consultation and communication with workers regarding health and safety at work	Pages 70 to 78.	
	GRI 403: Occupational Health and Safety 2018	403-5 Training workers in occupational health and safety	Pages 70 to 78.
		403-6 Promoting workers' health	Pages 74 and 133 to 135.
		403-7 Prevention and mitigation of occupational health and safety impacts directly linked to business relationships	Pages 70 to 78.
		403-8 Workers covered by an occupational health and safety management system	Pages 70 to 78.
		403-9 Accidents at work	Pages 70 to 78 and 189.
403-10 Diseases professional		Pages 133 to 135 and 190.	
Material topic: Climate strategy			
GRI 3: Material Topics 2021	3-3 Management of material issues	Pages 25 and 26, 33, 43, 63 and 64, 84 to 91 and 95 to 98.	
GRI 201: Performance Economic 2016	201-2 Financial implications and other risks and opportunities arising from climate change	Pages 84 to 89.	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Pages 154 and 155.	
	302-3 Energy intensity	Page 155.	
	302-4 Reducing energy consumption	Page 156.	



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/ DESCRIPTION/ OMISSION
GRI 305: Emissions 2016	305-1 Direct emissions (Scope 1) of greenhouse gases (GHG)	Pages 90, 92, 149 to 152.
	305-2 Indirect emissions (Scope 2) greenhouse gases (GHG) from energy purchases	Pages 90, 93, 149 and 153.
	305-3 Indirect emissions (Scope 2) greenhouse gases (GHG) from energy purchases	Pages 90, 94, 150 to 153.
	305-4 Intensity of greenhouse gas (GHG) emissions	Page 150.
	305-5 Reducing greenhouse gas (GHG) emissions	Page 153.

Material topic: Value chain

GRI 3: Material Topics 2021	3-3 Management of material issues	Pages 42 and 43, 110 and 111 and 114 to 122,
GRI 204: Practices of Purchase 2016	204-1 Proportion of spending on local suppliers	Page 190.
GRI 308: Environmental Assessment of Suppliers 2016	308-1 New suppliers selected on the basis of environmental criteria	We do not yet select suppliers based on environmental criteria, there is no purchasing decision matrix, but all contracted suppliers go through the approval process, where the supplier's environmental (Ibama) and legal compliance is checked.
	308-2 Negative environmental impacts of the supply chain and measures taken	Page 173.
GRI 408: Work Children 2016	408-1 Operations and suppliers with significant risk of child labor cases	Pages 110 and 111. During 2024, CCR Group did not identify any operations or suppliers involved in cases of child labor or young workers exposed to hazardous work.
GRI 409: Forced or Slave Labor 2016	409-1 Operations and suppliers with a significant risk of cases of forced or compulsory labor	Pages 110 and 111. During 2024, CCR Group did not identify any operations or suppliers involved in cases of forced or compulsory labor.
GRI 410: Safety Practices 2016	410-1 Security personnel trained in human rights policies or procedures	In 2024, we applied the CCR Way of Attending/Increased Perception of Threats, in which we trained 100% of employees on topics such as diversity, accessibility, sexual and moral harassment, legal protection, among other topics inherent to the performance of the role of Attendance and Security Agents (AAS), who provide direct service to customers of Mobility services (SP, BA and RJ).
GRI 414: Social Assessment of Suppliers 2016	414- 1 New suppliers selected on the basis of social criteria	The sustainable contracting process is currently being implemented, and we are structuring the criteria that take social aspects into account when selecting suppliers. The sustainability risk assessment and approval process are already part of the contracting process, but we still don't have an ESG-weighted purchasing decision matrix.
	414-2 Negative social impacts of the supply chain and measures taken	Pages 110, 111 and 190.

Material topic: Human capital

GRI 3: Material Topics 2021	3-3 Management of material issues	Pages 42, 43, 131, 132, 133, 134, 135, 136 and 137.
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GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/ DESCRIPTION/ OMISSION
GRI 401: Employment 2016	401-1 New hires and employee turnover	Pages 176 to 179.
	401-2 Benefits offered to full-time employees that are not offered to temporary or part-time employees	Page 135. Important operating units: CCR, AutoBAn, ViaOeste, RodoAnel Oeste, SPVias, MSVia, ViaSul, ViaCosteira, RioSP, ViaLagos, ViaQuatro, VLT Carioca, Metrô Bahia, ViaMOBILITY Lines 5 and 17, ViaMOBILITY Lines 8/9, BH Airport, BlocoSul, BlocoCentral, Pampulha, Barcas, MTH, CCR España Empreendimentos, 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, Cinco Trilhos, RS Holding, MetrôLinha15, SobreTrilhos.
	401-3 Maternity/paternity leave	Page 179.
GRI 404: Training and Education 2016	404-1 Average hours of training per year, per employee	Pages 133, 134 and 180.
	404-2 Programs for improving employee skills and career transition assistance	Pages 133 and 134.
	404-3 Percentage of employees receiving regular performance and career development reviews	Page 181.

OTHER INDICATORS

Secondary theme: Social responsibility

GRI 413: Communities Local 2016	413-1 Operations with local community engagement, impact assessments and development programs	92%. Pages 114 to 122.
	413-2 Operations with significant actual or potential negative impacts on local communities	Page 127 to 129.

Secondary Theme: Diversity and inclusion

GRI 405: Diversity and Equal Opportunities 2016	405-1 Diversity in governance bodies and employees	Pages 136 and 137 and 182 to 186.
	405-2 Ratio of basic salary and remuneration received by women to those received by men	Page 192. Important operational units: CCR, AutoBAn, ViaOeste, RodoAnel Oeste, SPVias, MSVia, ViaSul, ViaCosteira, RioSP, ViaLagos, ViaQuatro, VLT Carioca, Metrô Bahia, ViaMOBILITY Lines 5 and 17, ViaMOBILITY Lines 8/9, BH Airport, BlocoSul, BlocoCentral, Pampulha, Barcas, MTH, CCR España Empreendimentos, 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, Cinco Trilhos, RS Holding, MetrôLinha15, SobreTrilhos.

Secondary Theme: Biodiversity and land use

GRI 304: Biodiversity 2016	304-2 Significant impacts of activities, products and services on biodiversity	Pages 101 to 105.
	304-3 Protected or restored habitats	Pages 157 to 160.

Secondary Theme: Information security

GRI 418: Customer Privacy 2016	418-1 Substantiated complaints regarding breach of privacy and loss of customer data	No complaints of this nature were registered in 2024.
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GRI G4: AIRPORT SECTOR DISCLOSURES

GRI G4-AO4	Rainwater quality in accordance with legislation	<p>In the operational activities of the JOI, CWB, BGX, URG, PET, NVT, LDBL GYN airports, where their drainage systems include equipment for containing and separating water from oils (CSAO) or for those that have a rainwater harvesting system for reuse, water is monitored every six months to ensure that there is no change in water quality that would alter the parameters for discharging water into a body of water. At Bagé, Pelotas and Uruguaiana airports, the biannual campaigns at the CSAO were carried out successfully and the results complied with Conama 430/11. In Curitiba, there is no legal requirement to monitor the CSAO, but an analysis is carried out every year, which showed compliance in 2024, as well as Etac's monthly campaigns. The reuse facilities in Goiânia underwent a revitalization and will have their monitoring re-established, while Londrina, despite having a CSAO, does not have a legal requirement for rainwater analysis.</p> <p>During the sampling period, only JOI and NVT showed acidic BRO than recommended, in the sampling carried out in July. Once the value was found to be above the maximum permitted for release, the CSAO at these airports was cleaned and maintained to correct this non-compliance.</p>
GRI G4-AO6	Anti-icing fluid used on aircraft and runways and treated in tons or m ³	No ante-freezing fluid is kept at CCR airports, within the exclusive operational activities of Operadora Aeroportuária.
GRI G4-AO8	Number of people physically or economically displaced, voluntarily or involuntarily, by the airport operator or on its behalf by a governmental or other entity, and the compensation offered	Page 129.
GRI G4-AO9	Total annual number of injuries to wildlife per 10,000 aircraft landings/take-offs	<p>In 2024, the number of total collisions was 618 events for the 17 airports. Relativizing the absolute values per 10,000 movements, 13.73 total collisions were recorded in 2024. This figure represents a 21% reduction on the previous year. In most of the collisions, it was not possible to identify the species involved. For the records that were identified, the species most affected are the most frequent species within airport sites, native and exotic species that commonly occur in urban areas, such as Cherokees, Mockingbirds, Owls, Hares, Pigeons, Vultures, Curicacas and Domestic Dogs.</p>

SASB Index



SASB TOPIC	CODE AND METRICS	LOCATION/ DESCRIPTION/ OMISSION	
Engineering & Construction Services	IF-EN-250a.1 Amount of rework costs related to defects and safety	No costs of this nature were recorded in 2024.	
	IF-EN-250a.2 Total value of monetary losses as a result of lawsuits associated with incidents related to defects and infrastructure security	No costs of this nature were recorded in 2024.	
	IF-EN-320a.1 (1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	Pages 72 and 189.	
	IF-EN-410b.1 Amount of backlog (value of uncompleted projects) for (1) hydrocarbon-related projects and (2) renewable energy projects.	CCR has no backlog of renewable energy or hydrocarbon projects.	
	IF-EN-410b.3 Number of non-energy projects associated with climate change mitigation	CCR believes it can contribute to the fight against climate change by doing business and its five urban mobility assets (ViaQuatro, CCR Metrô Bahia, VLT Carioca, ViaMOBILITY - Line 5 and Via MOBILITY - Lines 8 and 9) are examples of how to combine results with the reduction of greenhouse gas emissions.	
	IF-EN-510a.1 (1) Number of active projects and (2) pending projects in countries with the 20 lowest rankings in Transparency International's Corruption Perceptions Index	There are no active projects or backlogs in countries with the lowest 20 ratings, considering the 2024 index.	
	IF-EN-510a.2 Total value of monetary losses resulting from legal proceedings associated with accusations of (1) bribery or corruption and (2) anti-competitive practices (3)	No losses were recorded in 2024.	
	IF-EN-510a.3 Description of policies and practices for preventing (1) bribery and corruption and (2) anti-competitive behavior in project bidding processes	Pages 65, 67 and 69.	
	Road transportation	TR-RO-110a.1 Gross global scope 1 emissions	Pages 90, 92 and 149 to 152
		TR-RO-110a.2 Discussion of the long- and short-term strategy or plan for managing scope 1 emissions, emission reduction targets and an analysis of performance against these targets	Pages 84 to 98 and 149 to 151.
TR-RO-110a.3 (1) Total fuel consumed, (2) natural gas percentage, (3) renewable percentage		Total fuel consumed: 749,042 GJ; Percentage of natural gas: 0%; Percentage of renewable energy: 8.52%.	
TR-RO-320a.1 (1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees		Page 189.	
TR-RO-320a.2 (1) Voluntary and (2) involuntary turnover rate for all employees		Pages 132 to 134 and 176 to 179.	
TR-RO-540a.1 Number of road accidents and incidents		Pages 75 and 76 and 189.	

SASB TOPIC	CODE AND METRICS	LOCATION/ DESCRIPTION/ OMISSION
	SV-PS-000.A Activity metrics-Number of employees by: (1) full-time and part-time, (2) temporary and (3) contract	Pages 174 and 175
	SV-PS-000.B Activity metrics-Employee hours worked, billable percentage	The CCR Group's revenue comes from concessions and is not related to hours worked and direct sales.
	SV-PS-230a.1 Description of the approach to identifying and addressing data security risks	Pages 60 to 62.
	SV-PS-230a.2 Description of policies and practices related to the collection, use and retention of customer information	Pages 60 to 62. CCR Group has rules and policies related to the topic, containing guidelines with the aim 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. In addition, the company promotes awareness and training campaigns on information security and personal data protection issues. Details are available at https://www.grupoccr.com.br/politica-de-privacidade
	SV-PS-230a.3 1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected	No cases of data breaches were recorded in 2024.
	SV-PS-330a.1 Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	Pages 136 and 137 and 182 to 186.
	SV-PS-330a.2 (1) Voluntary and (2) involuntary turnover rate for employees	Pages 132 and 133 and 176 to 179.
	SV-PS-330a.3 Employee engagement as a percentage	Pages 47, 187 and 188. The source of the survey comes from the external platform Pulses, and the score is based on the average of 30 questions involving 12 general dimensions.
	SV-PS-510a.1 Description of the approach to ensuring professional integrity	Pages 65 to 69.
	SV-PS-510a.2 Total value of monetary losses resulting from legal proceedings associated with professional integrity	No losses were recorded in 2024.

Professional & Commercial Services

GRI INDICATORS

ENVIRONMENT

Emissions aspect



GHG emissions scopes 1, 2 and 3 GRI 305-1, 305-2, 305-3, 305-4 | SASB TR-RO-110a.1

Fossil sources of GHG emissions (tCO2e)	CCR GROUP			ROADS			MOBILITY			AIRPORTS			SERVICES/CORPORATE		
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Scope 1	75,431	74,466	60,478	43,893	34,504	20,844	26,695	33,701	35,750	4,785	6,177	3,825	59	85	59
Mobile combustion	36,455	42,302	43,676	15,429	15,401	15,634	20,476	26,148	27,275	502	691	714	47	61	53
Stationary combustion	2,089	1,221	3,984	448	555	3,441	292	170	193	1,338	473	345	11	23	6
Solid waste and liquid effluents	215	127	166	0	0	0	67	24	43	148	103	123	0	0	0
Runaways	9,031	10,236	11,151	385	383	759	5,859	7,359	8,239	2,787	2,494	2,153	0	0	0
Land use change	27,641	20,581	1,501	27,631	18,165	1,011	0	0	0	10	2,415	490	0	0	0
Scope 2	22,306	22,137	33,525	2,386	1,860	2,519	18,372	17,628	26,696	1,910	2,622	4,306	39	26	4
Location	22,306	22,137	33,525	1,984	1,860	2,519	18,372	17,628	26,696	1,910	2,622	4,306	39	26	4
Choice of purchase	9,677	5,619	0	401	182	0	0	4,448	0	0	962	0	0	26	0



Fossil sources of GHG emissions (tCO2e)	CCR GROUP			ROADS			MOBILITY			AIRPORTS			SERVICES/CORPORATE		
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Scope 3	204,917	361,351	357,176	56,971	82,628	86,610	20,984	123,521	38,931	125,805	153,306	229,022	1,157	1,896	2,613
Goods and services purchased	34,951	42,299	44,768	33,591	39,878	19,519	201	118	154	1,159	2,303	25,095	0	0	0
Fuel and energy-related activities not included in scopes 1 and 2	20,741	31,644	37,111	5,808	6,914	7,888	12,671	19,771	24,568	2,214	4,897	4,616	48	62	39
Transportation and distribution (upstream)	1,460	8,015	10,796	1,152	4,516	7,092	285	3,286	3,524	22	214	180	0	0	0
Waste generated in operations	26,879	142,509	114,307	15,948	30,300	51,112	7,578	99,774	10,337	3,199	11,908	52,020	155	527	837
Business trips	1,412	2,164	2,402	105	161	162	244	568	340	109	128	164	954	1,307	1,737
Employee commuting (home-work)	2,150	2,220	1,992	367	858	837	0	0	0	1,783	1,362	1,155	0	0	0
Leased assets (the organization as lessee)	315	5	8	0	0	0	5	5	8	310	0	0	0	0	0
Use of goods and services sold	117,008	132,495	145,792	0	0	0	0	0	0	117,008	132,495	145,792	0	0	0
Emissions intensity															
Scope 1 and 2 / R\$ thousand gross operating revenue	0,00485	0,00485	0,00412	-	-	-	-	-	-	-	-	-	-	-	-

1. The gases included are Kyoto gases, namely CO₂, CH₄, N₂O, HFCs and SF₆. The company has no emission sources for PFCs and NF₃.
2. CCR Group's inventory uses the operational control approach.
3. The calculation methodologies used are those provided by the Brazilian GHG Protocol Program, ISO 14064/2018 and IPCC Guidelines.
4. The emission factors used, for the most part, are the same as those provided in the calculation tool of the Brazilian GHG Protocol Program. In addition, emission factors from the Reference Report on the Waste Sector and Land Use Change from the Ministry of Science, Technology, Communication and Innovation, NBR9649 and Von Sperling were used to calculate sewage treatment and emission factors from Ecoinvent for the life cycle of purchased products.
5. The emissions data for Scopes 1, 2 and 3 will be secured for the 2024 GHG Emissions Inventory, which is scheduled for publication after the publication of the RAI in 2025; therefore, they may change. The detailed GHG Emissions Inventory is prepared in accordance with the guidelines of the Brazilian GHG Protocol Program and can be found in the public emissions register at <https://www.registropublicodeemissoes.com.br/participantes>. The emission factor used to calculate electricity emissions is that of the National Interconnected System, and also includes CO₂, CH₄, N₂O, HFC, PFC, SF₆ and NF₃ gases, reported in CO₂ equivalent in accordance with the guidelines of the Brazilian GHG Protocol Program. The operational control approach was adopted for data consolidation, and GWP aligned with the Program's guidelines.
6. The 2024 data takes into account 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, ViaMOBILITY - Line 5, ViaMOBILITY - Lines 8 and 9, CCR Barcas, BH Airport, Pampulha, South Block and Central Block, SAMM, offices (including CSC - Shared Services Center).
7. Emissions performance is managed through a historical comparison of the last 3 years, with 2022 as the base year, in which emissions have not changed significantly.
8. The increase in the "Electricity" category of scope 2 refers to the testing phase of the new trains during commercial operation, the increase in passenger demand and number of journeys, the implementation of section 3 (CCR MOBILITY), and the all-time record for passenger and aircraft movement (BH Airport). The reduction in the "Location" category on the Services/Corporate platform is due to the end of the contract with the SAMM Unit, which we managed until May 2024.
9. The difference in emissions in the "Land use change" category is due to the adaptation of the methodology following the guidelines of the PBGHGP, which recommends that all suppressions of secondary vegetation should be considered biogenic emissions.
10. The increase in the "Stationary combustion" category refers to the greater demand for LPG at the ViaOeste and RodoAnel construction sites.
11. The increase in the category "Waste generated in operations" refers to the duplication works, the work to desilting pools, Waste from the Impact of Climatic Events (Highways) and Waste generated in the work of phase IB (Airports).
12. As a result of the adjustments to the SBTi, the category Scope 3 Emissions not classifiable in categories 1 to 15, reported in the 2023 report, was replaced by Use of goods and services sold, with no change in the calculation method.
13. Gross Revenue used according to DFP 4Q2024 (page 113) and DFP 4Q2023 (page 121). Historical intensity data has been recalculated.
14. For scope 3 data in the "Leased assets (organization as lessee)" category, the "Location" approach was considered for 2022. For the years 2023 and 2024 the approach was "Choice of purchase", following the criteria adopted in the GHG Protocol Inventory (available at <https://www.registropublicodeemissoes.com.br/participantes>).



Biogenic sources of GHG emissions (tCO2e)	CCR GROUP			ROADS			MOBILITY			AIRPORTS			SERVICES/CORPORATE		
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Scope 1	10,370	11,574	44,210	9,621	9,790	42,362	460	656	813	239	847	782	51	281	252
Mobile combustion	4,284	6,069	7,066	3,735	5,041	5,875	434	643	794	64	106	146	51	278	251
Combustion stationary	100	86	106	23	58	72	26	12	19	51	13	14	0	3	1
Land use change	5,986	5,419	37,038	5,863	4,691	36,416	0	0	0	123	729	623	0	0	0
Scope 3	2,374	17,401	16,855	1,755	6,313	9,527	152	9,095	1,259	466	1,932	5,971	0	61	98
Goods and services purchased	1,023	1,190	1,748	907	1,055	1,557	0	0	0	116	135	191	0	0	0
Transportation and distribution (upstream)	122	918	1,144	116	554	1,039	4	338	80	2	26	25	0	0	0
Waste generated in operations	893	14,941	13,606	694	4,602	6,810	148	8,757	1,179	51	1,522	5,519	0	61	98
Employee commuting (home-work)	336	351	357	38	102	121	0	0	0	298	250	236	0	0	0

1. Scope 1, 2 and 3 emissions data will be secured for the 2024 GHG Emissions Inventory, which is scheduled for publication after the RAI is published in 2025; therefore, it may change. The detailed GHG emissions inventory is drawn up in accordance with the guidelines of the Brazilian GHG Protocol Program and can be found in the public emissions register at <https://www.registropublicodeemissoes.com.br/participantes>. The emission factor used to calculate electricity emissions is that of the National Interconnected System, and also includes CO2, CH4, N2O, HFCs and SF6 and NF3 gases, reported in CO2 equivalent from in accordance with the guidelines of the Brazilian GHG Protocol Program. The operational control approach was adopted for data consolidation, and GWP aligned with the Program’s guidelines.

2. The 2024 data takes into account 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 (including CSC - Shared Services Center).

3. The difference in emissions in the “Land use change” category is due to the adaptation of the methodology following the guidelines of the PBGHGP, which recommends that all suppressions of secondary vegetation should be considered as biogenic emissions.



Fossil sources of GHG emissions (tCO2e)	CCR GROUP		ROADS		MOBILITY		AIRPORTS		SERVICES/CORPORATE	
	2023/22	2024/23	2023/22	2024/23	2023/22	2024/23	2023/22	2024/23	2023/22	2024/23
Scope 1	-965	-13,988	-9,389	-13,659	7,006	2,049	1,392	-2,352	26	-26
Mobile combustion	5,847	1,374	-28	233	5,672	1,126	189	23	14	-8
Stationary combustion	-868	2,763	107	2,886	-122	23	-865	-128	12	-18
Solid waste and liquid effluents	-88	39	0	0	-43	19	-45	20	0	0
Runaways	1,205	915	-2	376	1,500	1,431	-293	-341	0	0
Changes in land use	-7,060	-19,080	-9,466	-17,155	0	0	2,405	-1,925	0	0
Scope 2	-169	11,138	-526	659	-744	9,068	712	1,684	-13	-23
Location	-169	11,388	-124	659	-744	9,068	712	1,684	-13	-23
Choice of purchase	-4,058	-5,619	-219	-182	4,448	-4,448	962	-962	26	-26
Scope 3	156,434	-4,175	25,657	3,982	102,537	-84,590	27,501	75,716	739	716
Goods and services purchased	7,348	2,469	6,287	-20,360	-83	36	1,144	22,792	0	0
Fuel and energy-related activities not included in scopes 1 and 2	10,903	5,467	1,107	974	7,099	4,797	2,682	-281	14	-23
Transportation and distribution (upstream)	6,556	2,781	3,363	2,576	3,001	239	192	-34	0	0
Waste generated in operations	115,630	-28,202	14,352	20,812	92,197	-89,437	8,709	40,112	371	310
Business trips	752	238	56	1	324	-228	19	36	353	429
Employee commuting (home-work)	70	-228	491	-22	0	0	-421	-206	0	0
Leased assets (the organization as lessee)	-310	3	0	0	0	3	-310	0	0	0
Use of goods and services sold	15,486	13,297	0	0	0	0	15,486	13,297	0	0

1. The gases included are Kyoto gases, namely CO2, CH4, N2O, HFCs and SF6. The company has no emission sources for PFCs and NF3. | 2. CCR Group's inventory uses the operational control approach. | 3. The calculation methodologies used are those provided by the Brazilian GHG Protocol Program, ISO 14064/2018 and IPCC Guidelines. | 4. The emission factors used, for the most part, are the same as those provided in the calculation tool of the Brazilian GHG Protocol Program. In addition, emission factors from the Reference Report for the Waste Sector and Land Use Change of the Ministry of Science, Technology, Communication and Innovation, NBR9649 and Von Sperling were used to calculate sewage treatment and Ecoinvent emission factors for the life cycle of purchased products. | 5. Scope 1, 2 and 3 emissions data will be secured for the 2024 GHG Emissions Inventory, scheduled for publication after the RAI is published in 2025; therefore, they may change. The detailed GHG Emissions Inventory is prepared in accordance with the guidelines of the Brazilian GHG Protocol Program and can be found in the public emissions register at <https://www.registropublicodeemissoes.com.br/participantes>. The emission factor used to calculate electricity emissions is that of the National Interconnected System, and also includes CO2, CH4, N2O, HFC, PFC, SF6 and NF3 gases, reported in CO2 equivalent in accordance with the guidelines of the Brazilian GHG Protocol Program. The operational control approach was adopted for data consolidation, and GWP aligned with the Program's guidelines. | 6. The 2024 data considers the units CCR Autoban, CCR MSVia, CCR RioSP, CCR RodoAnel, CCR ViaOeste, CCR SPVias, CCR ViaCosteira, CCR ViaSul, CCR ViaLagos, 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 (including CSC - Shared Services Center). | The management of emissions performance is carried out by means of a historical comparison of the last 3 years, with 2022 as the base year, in which emissions did not undergo significant variations. For scope 3 data in the category "Leased assets (the organization as lessee)", the "Location" approach was considered for the year 2022. For the years 2023 and 2024 the approach was "Choice of purchase", following the criteria adopted in the GHG Protocol Inventory (available at <https://www.registropublicodeemissoes.com.br/participantes>). | 9. CCR has developed GHG reduction initiatives in the various scopes of the inventory, as reported on pages 94 to 97, 101, 105 and 106, without specific measurement of reduction.

Energy aspect

Energy consumption within the organization (GJ) GRI 302-1, 302-3, 302-4 | SASB TR-RO-110a.3

Type of energy	CCR GROUP			ROADS			MOBILITY			AIRPORTS			SERVICES/CORPORATE		
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Non-renewable fuel consumption	547,951	617,052	685,205	239,331	242,983	296,725	279,590	354,920	371,127	28,205	17,894	16,472	825	1,255	882
Acetylene	177	236	327	0	0	0	177	236	327	0	0	0	0	0	0
Diesel	501,613	583,647	612,865	208,789	218,117	231,344	277,917	353,141	368,823	14,284	11,302	11,941	623	1,087	757
Petrol	31,559	24,848	19,731	29,434	23,662	18,663	1,010	286	410	916	733	532	199	167	125
LPG	14,172	8,104	52,055	894	1,204	46,717	436	1,056	1,364	12,839	5,844	3,973	3	0	0
Propane	17	104	86	0	0	0	17	104	86	0	0	0	0	0	0
Kerosene	9	16	34	0	0	0	9	16	34	0	0	0	0	0	0
BPF oil	403	97	108	213	0	0	24	82	82	166	15	25	0	0	0
Consumption Renewable fuel	36,827	55,747	63,837	28,051	44,533	51,264	4,948	6,983	8,440	58	277	573	3,770	3,955	3,559
Ethanol	36,827	55,747	63,837	28,051	44,533	51,264	4,948	6,983	8,440	58	277	573	3,770	3,955	3,559
Electricity consumption	1,951,133	2,081,132	2,220,949	186,291	174,590	168,519	1,591,056	1,659,383	1,768,278	170,457	244,596	283,312	3,329	2,563	840
Electricity	1,868,018	519,434	0	164,961	3,423	0	1,591,056	423,737	0	108,672	89,711	0	3,329	2,563	0
Electricity (renewable)	83,115	1,561,698	2,220,949	21,331	171,167	168,519	0	1,235,646	1,768,278	61,784	154,885	283,312	0	0	840

Type of energy	CCR GROUP			ROADS			MOBILITY			AIRPORTS			SERVICES/CORPORATE		
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Total energy consumption within the organization	2,535,910	2,753,931	2,969,991	453,673	462,107	516,508	1,875,594	2,021,286	2,147,845	198,719	262,766	300,357	7,924	7,772	5,281
Energy intensity															
Intensity of non-renewable energy (GDI R\$ thousand operating gross revenue)	0.120	0.057	0.030	-	-	-	-	-	-	-	-	-	-	-	-
Renewable energy intensity (GJ/ R\$ thousand operating gross revenue)	0.006	0.081	0.100	-	-	-	-	-	-	-	-	-	-	-	-
Total(GJ/R\$ thousand operating gross revenue)	0.137	0.138	0.130	-	-	-	-	-	-	-	-	-	-	-	-

1. The 2024 data takes into account 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 (including CSC - Shared Services Center).
2. The CCR Group does not consume or sell heating, cooling or steam, and all energy is consumed within the organization.
3. For the calculation and conversions of the energy indicators, the PCI (lower calorific value) available in the calculation tool of the Brazilian GHG Protocol Program.
4. The increase in the “Electricity” category of scope 2 refers to the testing phase of the new trains during commercial operation, the increase in passenger demand and the number of journeys, the implementation of section 3 (CCR Mobilidade), and the historic record in passenger and aircraft traffic (BH Airport).
5. The reduction in the “electricity” category in services/corporate refers to the end of the contract with the SAMM Unit, which we managed until April 2024. 2024.
6. Gross Revenue used according to DFP 4Q2024 (page 113) and DFP 4Q2023 (page 121). Historical intensity data has been recalculated.

Energy consumption within the organization (GJ) GRI 302-4

Type of energy	CCR GROUP		ROADS		MOBILITY		AIRPORTS		SERVICES/CORPORATE	
	2023/22	2024/23	2023/22	2024/23	2023/22	2024/23	2023/22	2024/23	2023/22	2024/23
Non-renewable fuel consumption	69,101	68,153	3,652	53,742	75,330	16,207	-10,311	-1,422	430	-373
Acetylene	59	91	0	0	59	91	0	0	0	0
Diesel	82,034	29,217	9,328	13,227	75,224	15,683	-2,982	638	464	-331
Petrol	-6,711	-5,117	-5,772	-4,998	-724	124	-183	-201	-32	-42
LPG	-6,068	43,950	310	45,513	620	308	-6,995	-1,871	-3	0
Propane	88	-18	0	0	88	-18	0	0	0	0
Kerosene	7	18	0	0	7	18	0	0	0	0
BPF oil	-307	11	-213	0	57	1	-151	11	0	0
Renewable fuel consumption	18,920	8,090	16,482	6,731	2,035	1,457	219	297	184	-395
Ethanol	18,920	8,090	16,482	6,731	2,035	1,457	219	297	184	-395
Electricity consumption	129,999	139,817	-11,701	-6,071	68,327	108,895	74,139	38,717	-766	-1,723
Electricity	-1,348,583	-519,434	-161,537	-3,423	-1,167,319	-423,737	-18,962	-89,711	-766	-2,563
Electricity (renewable)	1,478,583	659,251	149,836	-2,648	1,235,646	532,632	93,101	128,427	0	840

1. The data for 2024 considers the units CCR Autoban, CCR MSVia, CCR RioSP, CCR RodoAnel, CCR ViaOeste, CCR SPVias, CCR ViaCosteira, CCR ViaSul, CCR ViaLagos, ViaRio, CCR Metrô Bahia, VLT Carioca, ViaQuatro, ViaMobilidade - Line 5, ViaMobilidade - Lines 8 and 9, CCR Barcas, BH Airport, Pampulha, South Block and Central Block, SAMM, offices (including CSC - Shared Services Center).
2. The CCR Group does not consume or sell heating, cooling or steam, and all energy is consumed within the organization.
3. Energy consumption performance is managed through a historical comparison of the last 3 years, with 2022 as the base year.
4. The PCI (lower calorific value) available in the calculation tool of the Brazilian GHG Protocol Program is used to calculate and convert the energy indicators.
5. CCR has developed energy reduction and efficiency initiatives as reported in the energy and emissions chapter of the report, without specific measurement of reduction.

Energy consumption

Total consumption of energy (MWh)	CCR GROUP			
	2021	2022	2023	2024
Total non-renewable energy consumption	294,848	518,894	144,241	-
Total renewable energy consumption	17,654	23,088	433,852	616,930
Energy consumption within the organization	312,503	541,982	578,092	616,930
Energy consumption intensity (MWh/gross operating revenue)	0.0261	0.0290	0.0362	0.0396

Biodiversity aspect

Habitats protected or restored GRI 304-3

Habitats protected or restored	Hectares	Location	Restoration approved by independent external experts?	Conservation status area	Dealership
Environmental protection areas					
Highways					
APP - Private Area (ITESP)	7.84	Porto Feliz - SP	Yes	Planting completed	ViaOeste
Lajeado Municipal Park	12.00	Lajeado - RS	Yes	Land-title regularization of UCs	ViaSul
Aratinga Ecological Station	56.50	Aratinga - RS	Yes	Land-title regularization of UCs	ViaSul
Fazenda Rio da Prata - PE Cunhambebe	300	Rio Claro - RJ	Yes	Land-title regularization of UCs	RioSP
Terra Simão Farm, Jacareí/SP	4.57	Jacareí - SP	Yes	Planting completed	RioSP

Habitats protected or restored	Hectares	Location	Restoration approved by independent external experts?	Conservation status area	Dealership
Future Vision Institute	0.82	Porangaba - SP	Yes	Planting completed	SPVias
Tekoa Marangatu Indigenous Land	1.15	Imaruí - SC	Yes	Planting completed	ViaCosteira
Butiás Transplant - Serra do Taboleiro State Park	0.18	Palhoça - SC	Yes	Transplanted trees	ViaCosteira
Airports					
Legal reserve	53.31	Foz do Iguaçu - PR	Yes	Preserved area	Foz do Iguaçu Airport
Permanent protection area	7.33	Foz do Iguaçu - PR	Yes	Preserved area	Foz do Iguaçu Airport
Permanent protection area	3.07	Goiânia - GO	Yes	The area is in the process of recovery, including the planting of 750 seedlings after the burning in the region.	Goiânia Airport
Permanent protection area	22.92	Imperatriz - MA	Yes	Preserved area	Imperatriz Airport
Permanent protection area	14.58	São Luis - MA	Yes	Preserved area	São Luis Airport
Permanent protection area	230.16	Palmas - TO	Yes	Preserved area	Palmas Airport
Permanent protection area	1.00	Curitiba - PR	Yes	Preserved area	Bacacheri Airport
Permanent protection area	19.67	Joinville - SC	Yes	Preserved area	Joinville Airport
Restored areas					
Highways					
Private area	19.74	Porto Feliz - SP	Yes	Monitoring	ViaOeste
APA Itupararanga	21.38	Ibiuna-SP	Yes	Monitoring	ViaOeste
PE Porto Ferreira	0.29	Porto Ferreira - SP	Yes	Monitoring	ViaOeste
Domain Strip -Bofete -APP near SP-280 km 185+800 L	0.28	Bofete - SP	Yes	Monitoring	SPVias

Habitats protected or restored	Hectares	Location	Restoration approved by independent external experts?	Conservation status area	Dealership
Ouro Verde Farm	0.06	Itupeva - SP	Yes	Monitoring	SPVias
Camponesa - Pardinho - SP280 km 198+100	0.32	Pardinho - SP	Yes	Monitoring	SPVias
Calabilu Farm	6.92	Capão Bonito - SP	Yes	Monitoring	SPVias
Sanhaço Azul Farm	5.46	Avaré - SP	Yes	Monitoring	SPVias
APP - Private Area (Terra Simão Farm)	4.57	Jacareí - SP	Yes	Monitoring	RioSP
Cosmos neighborhood	1.21	Campinas - SP	Yes	Monitoring	AutoBAn
Bairro Reforma Agraria/ Cosmos	1.08	Campinas - SP	Yes	Monitoring	AutoBAn
San Conrado Condominium	0.62	Campinas - SP	Yes	Monitoring	AutoBAn
IAC - Campinas	1.33	Campinas - SP	Yes	Monitoring	AutoBAn
Jundiai Springs Program	0.39	Jundiai - SP	Yes	Monitoring	AutoBAn
Jundiai Springs Program	0.43	Jundiai - SP	Yes	Monitoring	AutoBAn
Choker - Campinas	9.99	Campinas - SP	Yes	Monitoring	AutoBAn
Fazenda do Bosque - Cordeirópolis	4.88	Cordeirópolis - SP	Yes	Monitoring	AutoBAn
Ermida Farm - Jundiaí	9.67	Jundiaí - SP	Yes	Monitoring	AutoBAn
SP-330 domain strip km 28	0.70	São Paulo - SP	Yes	Monitoring	AutoBAn
Ermida Farm (Jundiaí)	9.70	Jundiaí - SP	Yes	Monitoring	RodoAnel

Habitats protected or restored	Hectares	Location	Restoration approved by independent external experts?	Conservation status area	Dealership
Ivinhema/Bonito/Taquari	118.52	Ivinhema - MS	Yes	Monitoring	MSVia
Beautiful planting	61.48	Bonito - MS	Yes	Monitoring	MSVia
APP - Private Area (ITESP)	5.86	Iperó - SP	Yes	Monitoring	SPVias
Mirabeau Farm - Vassouras/RJ	3.00	Vassouras - RJ	Yes	Monitoring	RioSP

AIRPORTS

Restoration of Foz do Iguaçu Airport	18.26	Foz do Iguaçu - PR	Yes	Planting and replacement of seedlings was completed in 2024, with monitoring throughout the year of the initial phase of forest succession, with maintenance for the establishment of vegetation.	Foz do Iguaçu Airport
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Exposure and evaluation

ROADS

Assessment of own operations to determine the level of exposure to biodiversity in the areas used for operational activities and possible impacts on this biodiversity

Total number of sites and the total area used for operational activities	CCR Group manages more than 3,615 kilometers of highways in Brazil: CCR SPVias - 516 km CCR RodoAnel - 30 km CCR ViaOeste - 168 km CCR AutoBAn - 320 km CCR ViaSul - 476 km CCR ViaCosteira - 220 km CCR MSVia - 845 km CCR ViaLagos - 57 km ViaRio - 13 km CCR RioSP - 626 km
Biodiversity impact assessments for sites used for operational activities in the last 5 years.	The Highways Platform assesses environmental aspects and impacts, including aspects related to environmental licensing (expansion and/or improvement works and operation) and compliance with their conditions.
Sites close to critical biodiversity and the total area of these sites.	Some stretches of highway under CCR Group concession intersect conservation units. In the case of widening works that involve intervention, the agency responsible for their management is asked to give its opinion.
Biodiversity management plans and area covered.	When there are plans to intervene in critical biodiversity areas, a specific environmental study is carried out to assess the conditions, minimize impacts and locate alternatives.

Commitment to maintain, improve 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 globally or nationally important biodiversity.	In the case of Highways Platform, due to 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 drawn up to verify the need for environmental authorization/licensing to carry out the interventions and minimize impacts.
Application of the mitigation hierarchy (avoid, minimize, restore and compensate) when operating in areas close to critical biodiversity.	Highways Platform complies with all the licensing requirements established by the environmental agencies, assessing the possible application of a mitigation hierarchy, i.e. it seeks to avoid, minimize, restore and/or compensate for the impact.
Work with external partners to fulfill the commitment. Provide the name(s) of the main partners and information on the type of engagement.	The Highways Platform concessionaires have partnerships to carry out forest restoration projects and wildlife management programs.

Target

Biodiversity target for the whole company.	Not applicable.
Commitment to net positive impact (NPI).	None.
Commitment to no net loss (NNL).	Not applicable.

ROADS

Other commitments	<p>Fauna Program: The Highways Platform operations carry out fauna management programs aimed at reducing impacts on the surrounding areas where it operates. The programs include monitoring, rescue and team training activities for the proper management of fauna. Agreements have been signed with partner institutions to receive, treat when necessary, and reintroduce these animals to their habitats. Awareness-raising activities are also carried out in partnership with companies.</p> <p>Environmental monitoring program during the construction phase: Capacity expansion works at CCR Group units are monitored by specialized teams made up of multidisciplinary professionals with regard to environmental aspects and impacts. This monitoring consists of following up on compliance with the conditions of the environmental licenses and the programs included in the Basic Environmental Plan for the works with third-party contractors, with the aim of minimizing the socio-environmental impacts related to the project.</p>
Target year for the full implementation of your commitment to biodiversity.	In accordance with the conditions of the environmental license.
Quantitative progress (in percent) towards full implementation of your commitment in the last year.	Not applicable.
Scope of the commitment	
Requirement for own operations.	Yes.
Requirement for level 1 suppliers.	For critical suppliers, the minimum criteria for compliance with environmental legislation are defined in the bidding process and, during the execution of services, environmental inspections are carried out to ensure compliance with legal requirements. In the bidding process for contracting services and works, a mandatory requirement is presented which aims to minimize the impacts linked to activities, foster 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, environmental training and inspections are carried out to ensure compliance with legal and contractual requirements, in accordance with document PO-ENG-015-01.
Requirement for non-tier 1 suppliers.	No.
Policies and Disclosure	
Clear targets for land use.	There isn't.
Trusted external stakeholder groups to develop and/or verify your sustainable practices.	Yes.
% of operations with ecosystem protection programs certified or assured by an external stakeholder group.	ISO 14.001 in the following units: ViaOeste, RodoAnel, MSVia, ViaSul, ViaCosteira and RioSP.
Provisions on the sustainable management of natural resources and raw materials.	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 falls within the mitigation hierarchy. The Policy defines that the assessment and sustainable management of natural resources must mitigate the expected negative impacts.
Disturbance of operations on biodiversity using the mitigation hierarchy (avoid-minimize-restore-compensate).	Environmental policy under review.
Recover and restore habitats degraded by operations.	Environmental policy under review.

ROADS

Scope of the biodiversity and soil recovery policy. The Biodiversity Normative Instruction was drawn up to establish the guidelines for dealing with socio-environmental issues, minimizing the impacts related to biodiversity in its business units, taking into account the company's governance processes. In addition to this, the Forest Restoration Master Plan and the Forest Restoration Procedure for highways were drawn up, which aim 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.

Programs & Structures

Efforts to restore or rehabilitate degraded areas. Compensatory planting projects for forest restoration.
 -Recovering APPs and other areas used for road widening works.
 -Land regularization program, when it comes to the Atlantic Forest biome, aimed at conserving the biodiversity present in conservation units, whose territory was not properly regularized and consequently lacked a master plan and management.
 -For the land regularization methodology, a Land Regularization Standard was drawn up for the purposes of Environmental Compensation, 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. At CCR ViaCosteria and CCR ViaSul, the restoration or rehabilitation of degraded areas are alternatives for compensation for the implementation of the unit's works.

Scope of programs to protect natural ecosystems

Biodiversity impact assessment before setting up in new areas. During the licensing process, the impacts generated by the widening works are surveyed, and they can be classified as low/medium impact (such as works to adjust devices, additional lanes within the right of way, access adjustments, footbridges, etc.) or high impact (such as works to duplicate, install new devices, install marginal roads, etc.). All widening works can generate temporary impacts (erosion, siltation 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 erosion processes, noise and vibration control, solid waste and liquid effluent management, etc.), and definitive impacts (loss of local trees), for which compensation measures are planned (forest restoration programs).

MOBILITY

Assessment of the operations themselves to determine the level of exposure to biodiversity in the areas used for operational activities and the possible impacts on this biodiversity

Total number of sites and the total area used for operational activities.	Barcas: seven units totaling 9.82 hectares. VLT Carioca: two units with a total of 4,0702 hectares. ViaQuatro: 12 units comprising 11 stations and a yard, with a total of 1,300 hectares. ViaMobilidade 5 and 17: 19 units comprising 17 stations and 2 yards, with a total of 1,990 hectares. ViaMobilidade 8 and 9: 43 units, including 42 stations and a maintenance yard, covering a total of 78.9 km. Metrô Bahia: 31 units, comprising 21 stations and ten terminals, with a total of 56 hectares.
Biodiversity impact assessments for sites used for operational activities in the last 5 years.	Not done.
Sites close to critical biodiversity and the total area of these sites.	Due to the urban and anthropized characteristics of the operations, the sites assessed are not close to critical biodiversity. The only exception is the Maritime Transportation South Division section (Mangaratiba, Ilha Grande and Angra dos Reis). In this case, the unit has internal risk prevention and control controls, including systematic preventive and predictive maintenance of vessels and facilities. In addition, training is provided for dealing with emergencies involving oil spills that could be triggered as a corrective measure.
Biodiversity management plans and area covered.	Not applicable.

Commitment to maintain, improve 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 globally or nationally important biodiversity.	There is no globally or nationally important biodiversity in the vicinity of the operational areas, so this item does not apply to Urban Mobility operations.
Application of the mitigation hierarchy (avoid, minimize, restore and compensate) when operating in areas close to critical biodiversity.	There is no globally or nationally important biodiversity in the vicinity of the operational areas, so this item does not apply to Urban Mobility operations.
Working with external partners to fulfill the commitment.	Due to the characteristics of the operations, in which there is no impact on critical biodiversity, this item is not applicable.

Target

Biodiversity target for the whole company.	Due to the characteristics of the operations, in which there is no impact on critical biodiversity, this item is not applicable.
Commitment to net positive impact (NPI).	Due to the characteristics of the operations, in which there is no impact on critical biodiversity, this item is not applicable.
Commitment to no net loss (NNL).	Due to the characteristics of the operations, in which there is no impact on critical biodiversity, this item is not applicable.
Other commitments.	Comply with the environmental conditions of the Operating Licenses.
Target year for the full implementation of your commitment to biodiversity.	Due to the characteristics of the operations, in which there is no impact on critical biodiversity, this item is not applicable.

MOBILITY

Quantitative progress (in percent) towards full implementation of your commitment in the last year.

Due to the characteristics of the operations, in which there is no impact on critical biodiversity, this item is not applicable.

Scope of the commitment

Requirement for own operations.	Not applicable.
Requirement for level 1 suppliers.	Not applicable.
Requirement for non-tier 1 suppliers.	Not applicable.

Policies and Disclosure

Clear targets for land use.	Not applicable
Trusted external stakeholder groups to develop and/or verify your sustainable practices.	Yes. Sustainable practices are certified through audits carried out by specialized consultants. In addition, the company submits periodic reports to environmental agencies in order to demonstrate compliance with environmental conditions.
% of operations with ecosystem protection programs certified or assured by an external stakeholder group.	No. However, within the context of the ISO 14.001 certification standard, the impacts on the local, regional and global ecosystem are assessed. ViaQuatro and ViaMobilidade units 5 and 17 are ISO 14.001 certified.
Provisions on the sustainable management of natural resources and raw materials.	Not applicable.
Disturbance of operations on biodiversity using the mitigation hierarchy (avoid-minimize-restore-compensate).	
Not applicable.	Não aplicável.
Scope of the biodiversity and soil recovery policy.	Not applicable.

Programs & Structures

Efforts to restore or rehabilitate degraded areas.	Within the limits of ViaMobilidade 8 and 9, there are sites that are in the process of managing contaminated areas. These are specific contaminations that predate the concession contract and which have already undergone investigation processes, and are currently in the monitoring phase for later request of the closure term issued by the environmental agency.
Scope of programs to protect natural ecosystems.	-
Biodiversity impact assessment before setting up in new areas.	When new projects are built on the lines, environmental impact assessment studies are carried out, covering both environmental and social impacts. In 2024, Preliminary License No. 2978 was obtained for the ViaQuatro extension between Vila Sônia and Taboão da Serra stations.

AIRPORTS



Assessment of the operations themselves to determine the level of exposure to biodiversity in the areas used for operational activities and the possible impacts on this biodiversity

Total number of sites and the total area used for operational activities.	17 units with a total of 5,153.38 hectares.
Biodiversity impact assessments for sites used for operational activities in the last 5 years.	17 units with a total of 2,136,300 hectares. Biodiversity impact studies are carried out prior to works and vegetation suppression. The aim of these studies is to obtain a census of the fauna and/or flora of the sites directly impacted in order to form part of the environmental licensing processes, fauna management authorizations and floristic surveys. With regard to operations, studies are being carried out on the Identification of Fauna Danger (IPF) and Fauna Management Plans in Aerodromes (PMFA), including fauna censuses and the identification of sensitive species that are more vulnerable to operations through risk analysis. Fauna analysis is also carried out on a recurring basis (every 6 months) in a 20 km radius around the airport, identifying attractive hotspots that make animals susceptible to collisions with aircraft.
Sites close to critical biodiversity and the total area of these sites.	Eight units covering a total of 4,239 hectares. By making the areas and locations of the airports compatible, it is possible to see how close our assets are to sensitive areas of flora and fauna. For the Flora sensitive area, Technical Note No. 01/2016/Coabio/CGESP/Dibio/ICMBIO is observed and for the Fauna sensitive area it is adapted from ICMBIO (2016) and the fauna trafficking process in the National Report on Wildlife Trafficking (Renctas 2014). As a result, it was possible to see that, as far as flora is concerned, eight airports are located in or near sensitive areas: Bacacheri - Very Sensitive Area, with 6 to 12 sensitive species, Curitiba - Highly Sensitive Area, with 13 to 19 sensitive species, Londrina - Moderately Sensitive Area, with only 1 sensitive species, Joinville - Sensitive Area, with 2 to 5 sensitive species, Navegantes - Sensitive Area, with 2 to 5 sensitive species, Petrolina - Sensitive, with 2 to 5 sensitive species, The airports of Imperatriz and São Luis have records of endangered species, according to the IUCN list. As far as wildlife is concerned, seven airports are located in sensitive or extremely sensitive areas for endangered species, eight airports overlap with regular wildlife migration areas and four airports are illegal wildlife trafficking routes. It is worth noting that Foz do Iguaçu Airport has recorded vulnerable and endangered species according to the IUCN
Biodiversity management plans and area covered.	We have a Fauna Risk Management Plan and Fauna Management Plans are being drawn up for all airports, which are operational documents provided for in Fauna Risk Management. These are regulatory plans for managing operational risks, providing for monitoring, management and control actions in the operational, property and external areas of the airport, limited to a radius of 20 km from the airport.

Commitment to maintain, improve 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 globally or nationally important biodiversity.	There are clauses established in the area lease agreements and service contracts that the work and activities carried out in the airport's property area or other areas that have a contractual relationship with our airports, that the service provider or transferee may not carry out any activity that causes damage to the environment and, in order to carry out their activities fully, they must comply with all applicable environmental rules and laws.
Application of the mitigation hierarchy (avoid, minimize, restore and compensate) when operating in areas close to critical biodiversity.	The Airports Platform has no public commitment on this issue, but we are working on the development of policies that will take into account these specificities.

We have commitments signed with the Civil Aviation Secretariat, with the Genome Project and the Friend of the Jaguar Project, with the Institute for the Conservation of Neotropical Carnivores. We are developing a partnership with the Tocantins environmental agency on the golden grass conservation project and we have a signed declaration to combat the trafficking of fauna and flora.

Genome Project

Airports Platform maintains a partnership with the Civil Aviation Secretariat, the Ministry of Infrastructure and the Transport and Logistics Laboratory of the Federal University of Santa Catarina, within the scope of the project “Technical Support to the Civil Aviation Secretariat in the Preparation of Studies Affecting Fauna Risk Management at Brazilian Aerodromes”. The aim of this project is to help identify animals that collide with aircraft through genetic analysis of samples taken from aircraft. The identification of species enables in-depth study of their behavior, attractiveness, habitat, among other things, as well as improving legislation (inclusion in a ranking of harmful species, or subsidizing a management plan), with a view to better managing the risk to fauna and developing techniques to mitigate the risk.

Amigo da Onça Project (Foz do Iguaçu)

The partnership with the NGO “Onças do Iguaçu” (Pro-carnivores) - whose mission is the conservation of the jaguar, as a key species for maintaining biodiversity in the Iguaçu National Park region. Through the partnership, Foz do Iguaçu Airport becomes the first “Friend of the Jaguar” airport in Brazil, with visual communication drawing attention to the conservation cause. Specialized training is also offered to airport employees, with specific guidance on meeting big cats. The partnership also enables specialists to monitor medium and large mammals using trap cameras around the airport site. The NGO is also notified whenever pumas and jaguars are present in the surrounding areas of the airport site, so that they can deal with each occurrence appropriately. With the collaboration of the NGO and the Ministry of the Environment, Airports Platform took part in training on the trafficking of jaguars and other wild species, with the aim of raising awareness about the illegal trade in fauna in the Foz do Iguaçu region.

Conservation of golden grass - Tocantins

Participation in the workshop on Tocantins state legislation (State Law No. 3594, 28/12/2019), which aims to protect the capim dourado and buriti plant species. These species have been the target of harvesting at inappropriate times, inadequate handling and transportation, which has reduced populations in and around the Jalapão State Park. There is still no technology capable of reproducing golden grass artificially, as the plant is only naturally occurring and therefore requires maintenance of its populations. The aim is to clarify the ban on the transit of this species in natura out of the state of Tocantins, as a way of protecting not only the species, but also the communities that make their living exclusively from the handicrafts produced with golden grass.

Buckingham Treaty Project

Confins International Airport and Foz do Iguaçu International Airport have signed up to the cause of the NGO United For Wildlife to combat wildlife trafficking and raise global awareness. The commitment was sealed with the signing of the Buckingham Palace Declaration, joining the more than 40 companies and organizations around the world that support the NGO chaired by Prince William.

Working with external partners to fulfill commitments.

AIRPORTS



Target

Biodiversity target for the whole company.	The Airports Platform aims to map the local biodiversity of each of its airports, understanding their ecological relationships and ecosystem services. With this information, it will be possible to have a more complete analysis of the impacts that operations have on this biodiversity. From there, targeted measures can be drawn up to mitigate these impacts. Progress: There was no biodiversity target in the previous year.
Commitment to net positive impact (NPI).	None.
Commitment to no net loss (NNL).	Not applicable.
Other commitments.	We have a future commitment to sign the Buckingham Treaty on wildlife trafficking for the other 15 airports. BH Airport and Foz do Iguacu Airport already have this commitment.
Target year for the full implementation of your commitment to biodiversity.	The implementation of the 11 commitments signed in the treaty is being planned for the next three years, after the signing of the agreement.
Quantitative progress (in percent) towards full implementation of your commitment in the last year.	-

Scope of the commitment

Requirement for own operations.	-
Requirement for level 1 suppliers.	-
Requirement for non-tier 1 suppliers.	-

Policies and Disclosure

Clear targets for land use.	The Airports Platform does not yet have targets set for land use or soil restoration, another ecosystem health metric. Regarding the numbers of collisions with fauna, the Airports Platform is still developing a target for monitoring. However, BH Airport has the following target for wildlife risk: Achieve the target for the indicator of collisions with wildlife per 10,000 movements, with the cumulative result for 2023 being equal to or below 2.65 collisions/ATM (a 3% improvement on the previous year, 2022 - 2.74). Guaranteeing operational safety and protecting local biodiversity.
Trusted external stakeholder groups to develop and/or verify your sustainable practices.	The Airports Platform is developing a plan to engage with the assignees on these issues. For BH Airport, they have the following guideline: work with suppliers, Esatas (air transport auxiliary service companies) and airlines, developing and verifying sustainable practices, such as emission mapping and reduction projects, waste management, renewable energy transfer and wildlife management.
% of operations with ecosystem protection programs certified or assured by an external stakeholder group.	None.
Provisions on the sustainable management of natural resources and raw materials.	The Airports Platform does not yet have a policy covering this issue. It is part of the plan for next year to include a sustainability policy for airports that covers material issues.
Disturbance of operations on biodiversity using the mitigation hierarchy (avoid-minimize-restore-compensate).	The Airports Platform does not yet have a policy covering this issue. It is part of the plan for next year to include a sustainability policy for the airports that address material issues.



AIRPORTS

Recover and restore habitats degraded by operations.	The Airports Platform does not yet have a policy covering this issue. It is part of the plan for next year to include a sustainability policy for the airports that address material issues.
Scope of the biodiversity and soil recovery policy.	The Airport Platform does not yet have a policy covering this issue. It is part of the planning for next year to include the sustainability policy of the airports that address material issues.

Programs & Structures

Efforts to restore or rehabilitate degraded areas.	For the existing PPAs within the airport site, with the exception of the PPAs in the operational area (which must respect the runway transition ramp and taxiway), our planning includes the recovery of these areas of environmental interest, by authorizing intervention in areas of environmental interest for recovery, clearing the areas, removing exotic vegetation, correcting erosion, slopes and planting native species, as well as promoting the natural regeneration of flora. 750 seedlings of native species were planted in Goiânia, in the APP area that had suffered a natural fire during the dry season.
Scope of programs to protect natural ecosystems.	We have an initiative to protect the jaguars located in Foz do Iguaçu, which is their natural habitat. To this end, we have acquired camera traps for monitoring, in partnership with the association that organizes the jaguar's friend program. We will be restoring the PPAs within the patrimonial area at Petrolina, Bacacheri, Pampulha, Goiânia and Palmas airports.
Biodiversity impact assessment before settling in new areas.	Our asset management is based on assets that have already been consolidated and we haven't had any projects that were implemented in areas that were not anthropized. Therefore, this analysis does not apply to the assets that are part of our concession model.

Solid waste aspect

Waste generated



CCR GROUP

Waste generated (tons)	2022	2023	2024
Rubber	939.93	624.27	746.87
Electronics	14.90	69.00	35.57
Rubble	17,309.05	252,812.28	293,400.94
Fats and oils	153.76	155.64	263.06
Wastewater treatment sludge	105.37	4,425.40	19,761.97
Batteries and light bulbs	50.76	68.76	67.05
Chemical and contaminated products	162.43	444.22	945.86
Recyclables (paper, plastic, glass and metal)	3,412.14	10,513.07	8,423.83
Healthcare waste	24.57	35.21	59.93
Organic waste	4,418.56	3,696.75	2,973.75
Uniforms/PIs	12.53	14.90	21.31
Other recyclables (iron, copper, bronze, brass and steel)		533,40	31,09
Others	10,619.50	19,455.75	47,547.02
Total	37 223,50	292 848,64	374 282,73

1. The data for 2024 considers the units CCR Autoban, CCR MSVia, CCR RioSP, CCR RodoAnel, CCR ViaOeste, CCR SPVias, CCR ViaCosteira, CCR ViaSul, CCR ViaLagos, ViaRio, CCR Metrô Bahia, VLT Carioca, ViaQuatro, ViaMobilidade - Line 5, ViaMobilidade - Lines 8 and 9, CCR Barcas, BH Airport, Pampulha, South Block and Central Block, SAMM, offices (including CSC - Shared Services Center).
2. The increase in debris is due to waste from the duplication works on BR-116 (CCR RioSP). Construction waste from Bota Espera at CCR RodoAnel. Demolition of hangars for the construction of a new patio at Foz do Iguaçu airport.
3. Fats and oils increased due to the edible vegetable oil and fat destined for effluent treatment at RioSP. In addition, due to the work carried out at the Imperatriz and Petrolina units, there was an increase in the quantity of grease trays and wastewater treatment plant sludge destined for co-processing. In addition, treatment of the mixture of water and oil from the oil/water separators.
4. Sludge from effluent treatment increased due to the works that took place at CCR RioSP. Work was also carried out at Londrina, Imperatriz and Teresina airports, with a consequent increase in the amount of septic tank sludge sent for treatment (anaerobic digester). In addition, there was an increase in septic tank sludge sent for recycling due to the implementation process at the Metrô Bahia unit.
5. An increase in the amount of hazardous waste destined for class I landfill, co-processing and effluent treatment, due to construction work at Goiânia, Londrina and Bage airports, as well as CCR ViaSul. In addition, due to the increase in hazardous waste destined for co-processing at BH Airport; and class I landfill at Pampulha airport and the implementation of ViaMobilidade L8 and L9. The increase in hazardous waste destined for reuse was due to the maintenance process at ViaQuatro and ViaMobilidade L5.
6. Increase in the amount of used uniforms/PIs sent for recycling due to the operation on ViaMobilidade L5 and ViaMobilidade L8 and L9.
7. Reduction in the amount of iron and steel destined for recycling in trams.
8. The category of other waste increased due to CCR RodoAnel's de-silting of the pools and the impact of weather events at CCR ViaSul. Common waste generated in the IB phase of the airport platform works.

Waste disposal	CCR GROUP								
	Dangerous			Non-hazardous			Total		
	2022	2023	2024	2022	2023	2024	2022	2023	2024
Waste not destined for final disposal									
Preparing for reuse	5.52	0.00	0.00	112.90	190.81	2,762.52	118.42	190.81	2,762.52
Recycling	963.12	1,286.47	1,111.89	7,771.37	95,833.93	69,923.37	8,734.49	97,120.40	71,035.26
Oil re-refining	102.08	85.18	100.20	0.00	0.00	0.00	102.08	85.18	100.20
Intermediary scrap dealers	0.00	0.00	0.00	204.75	90.41	136.25	204.75	90.41	136.25
Reverse logistics	33.42	18.39	36.73	0.00	0.00	0.00	33.42	18.39	36.73
Composting	0.00	0.00	0.00	12.85	24.10	171.29	12.85	24.10	171.29
Total	1,104.14	1,390.04	1,248.82	8,101.87	96,139.25	72,993/13	9,206.01	97,529.29	74,242.25
Waste destined for final disposal									
Landfill	22.79	37,350.47	249.08	20,610.45	143,228.02	194,483.71	20,633.24	180,578.49	194,732.79
Landfill with methane burning	500.10	592.63	571.57	6,500.18	10,294.78	2,882.55	7,000.28	10,887.41	3,454.12
Class 1 industrial landfill	9.18	260.71	2,120.45	0.00	0.00	0.00	9.18	260.71	2,120.45
Industrial landfill	35.72	49.43	85.56	0.00	0.00	79,106.44	35.72	49.43	79,192.00
Incineration	22.21	50.33	53.92	0.00	0.00	56.31	22.21	50.33	110.23
Autoclave	0.20	1.68	2.67	0.00	0.00	0.01	0.20	1.68	2.68
Coprocessing	201.01	390.25	403.85	10.28	245.98	162.75	211.29	636.23	566.59
Effluent treatment	0.30	2,838.99	5,748.37	105.07	10.27	6,778.86	105.37	2,849.26	12,527.23
Sorting with storage	0.00	5.80	9.85	0.00	0.00	7,324.54	0.00	5.80	7,334.39
Total	791.51	41,540.29	9,245.31	27,225.98	153,779.05	290,795.16	28,017/19	195,319.34	300.040/17

1. The 2024 data takes into account 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 (including CSC - Shared Services Center).

2. The increase in the "Waste generated in operations" category refers to CCR RodoAnel's de-silting of the pools and CCR ViaSul's waste resulting from the impact of climatic events. Common waste generated in the IB phase of the airport platform works.

Disposal (tons)	CCR GROUP			
	2021	2022	2023	2024
Total waste recycled/reused	6,357.67	9,206.01	97,529.29	74,242.25
Total waste disposed of	22,056.01	28,017.49	195,319.34	300,040.47
Landfilled waste	21,587.73	27,678.41	191,776.04	279,499.36
Waste incinerated with energy recovery	23.74	-	-	-
Waste incinerated without energy recovery	0.14	22.21	50.33	110.23
Waste destined otherwise, please specify: autoclave, co-processing, chemical stabilization, effluent treatment and anaerobic lagoon	444.4	316.87	3,492.97	20,430.89

Water appearance

Total water withdrawal (megaliters)

Sources of funding (ML)	CCR GROUP			ROADS			MOBILITY			AIRPORTS			SERVICES/CORPORATES		
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Total surface water (rainwater)	0.8	14	0.5	0.2	0.3	0.1	0.4	0.1	0.1	0.2	1.0	0.3	0.0	0.0	0.0
Total groundwater	172.3	163.0	310.9	104.2	112.8	111.7	68.1	41.1	41.5	0.0	9.0	157.7	0.0	0.0	0.0
Total produced water (reuse)	9.8	18.6	26.2	0.3	U	0.8	6.7	1.4	2.5	2.8	16.1	22.9	0.0	0.0	0.0
Total third-party water	1,037.2	1,283.2	1,204.1	46.2	46.7	55.1	462.9	750.0	544.8	526.4	481.5	601.0	1.6	5.0	3.2

Intensity

Funding (ML)/R\$ thousand Gross revenue	0.0000606	0.0000736	0.0000675	-	-	-	-	-	-	-	-	-	-	-	-
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1. The 2024 data takes into account 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 (including CSC - Shared Services Center).

2. All the water collected by the CCR Group is fresh water.

3. No seawater was collected or produced.

4. Water is not a material issue, which is why no studies are carried out to identify operations in water-stressed areas.

5. The increase in the Groundwater category was due to the Airport IB phase works.

6. Gross Revenue used according to DFP 4Q2024 (page 113) and DFP 4Q2023 (page 121). Historical intensity data has been recalculated.

Water consumption (million m³)

Consumo de água (milhões m ³)	CCR GROUP				ROADS				MOBILITY				AIRPORTS				SERVICES/CORPORATE			
	2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024
Water withdrawal (excluding salt water)	0.5241	1.2103	1.4498	1.5155	0.1540	0.1506	0.1612	0.1669	0.2334	0.4701	0.7921	0.5864	0.1016	0.5266	0.4915	0.7590	0.0350	0.0016	0.0050	0.0032
Water discharge (excluding salt water)	0.0039	0.0098	0.0186	0.0262	0.0004	0.0003	0.0011	0.0008	0.0022	0.0067	0.0014	0.0025	0.0013	0.0028	0.0161	0.0229	0.0000	0.0000	0.0000	0.0000
Total net freshwater consumption	0.5280	1.2202	1.4312	1.4893	0.1545	0.1510	0.1601	0.1662	0.2356	0.2356	0.7908	0.5839	0.1030	0.5294	0.4754	0.7361	0.0350	0.0016	0.0050	0.0032

1. The 2024 data takes into account 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 (including CSC - Shared Services Center).

2. All the water collected by the CCR Group is fresh water.

3. No seawater was collected or produced.

Value chain aspect

GRI 308-2 Negative environmental impacts in the supply chain and measures taken

	CCR GROUP
	2024
Number of suppliers assessed for environmental impacts.	107
Number of suppliers identified as causing actual and potential negative environmental impacts.	1
Percentage of suppliers identified as causing negative environmental impacts - actual and potential - with which improvements have been agreed as a result of the assessment carried out.	100%
Percentage of suppliers identified as causing significant negative environmental impacts - actual and potential - with whom the organization has terminated business relations as a result of the assessment and the reasons for this termination.	0%

¹ When evaluating suppliers, we identified those with environmental embargoes or notices issued by Ibama.

Social

Work environment aspect



2-7 Information on employees and SV-PS-000.A Number of employees by: (1) full-time and part-time, (2) temporary and (3) contract

	CCR GROUP		ROADS		MOBILITY		AIRPORTS		SERVICES/ CORPORATE	
	man	woman	man	woman	man	woman	man	woman	man	woman
Type of contract										
Total number of employees	10,785	6,339	3,356	3,122	5,579	1,693	680	426	1,170	1,098
Permanent employees	10,600	5,960	3,300	2,958	5,491	1,557	666	392	1,143	1,053
Temporary employees	185	379	56	164	88	136	14	34	27	45
Full-time employees	10,543	5,934	3,275	2,948	5,458	1,537	667	395	1,143	1,054
Part-time employees	242	405	81	174	121	156	13	31	27	44
Functional category										
Governance bodies	12	5	-	-	-	-	3	-	-	-
Analysts	774	710	83	93	91	85	117	102	483	430
Apprentices	148	323	53	165	82	126	10	22	3	10
Assistants	300	441	113	152	61	61	36	46	90	182
Consultants	48	27	1		1		1		45	27
Coordinators	190	124	68	21	23	14	27	26	72	63
Directors	28	23	3	2	3	1	4	2	18	18
Executive directors	7	1	-	-	-	-	-	-	6	1
Engineers	12	4	8	0	4	3	-	-	-	1
Experts	274	178	31	14	5	9	18	17	220	138
Trainees	47	63	5	5	13	16	3	9	26	33
Managers	162	77	24	8	34	17	31	9	73	43
Executive managers	53	22	5	1	8	3	6	6	34	12
Leaders	400	293	86	185	310	103	4	2	-	3
Operation	5,908	3,605	2,404	2,337	3,161	1,021	298	139	45	108
Supervisors	444	190	161	58	222	82	53	30	8	20
Technicians	1,990	258	311	81	1,561	152	71	16	47	9

	CCR GROUP		ROADS		MOBILITY		AIRPORTS		SERVICES/ CORPORATE	
	man	woman	man	woman	man	woman	man	woman	man	woman
Age group										
Under 30	2,274	2,158	738	1,155	1,185	593	93	109	258	301
Between 30 and 50 years old	7,078	3,708	1,994	1,659	3,804	1,011	490	302	790	736
Over 50 years old	1,433	473	624	308	590	89	97	15	122	61
Region										
Midwest	436	351	360	305	0	0	76	46	0	0
North	48	27	0	0	0	0	48	27	0	0
Northeast	954	430	0	0	909	411	45	19	0	0
Southeast	8,721	4,860	2,575	2,269	4,670	1,282	306	211	1,170	1,098
South	626	671	421	548	0	0	205	123	0	0

GRI 2-30 Collective bargaining agreements

	CCR GROUP	ROADS	MOBILITY	AIRPORTS	SERVICES/ CORPORATE
Percentage of total employees covered by collective bargaining agreements	100%	23.2% ¹	100%	100%	100%

¹ Those not covered by the ACT or CCT are covered by the CCR's internal regulations.

GRI 401-1 Turnover 1 SV-PS-330a.2 1 TR-RO-320a.2 (1) Voluntary and (2) involuntary turnover rate for all employees

Gender	CCR GROUP				ROADS				MOBILITY				AIRPORTS				SERVICES/CORPORATE			
	No. of people hired in 2024	Rate	No. of dismiss in 2024	Rate	No. of people hired in 2024	Rate	No. of dismiss in 2024	Rate	No. of people hired in 2024	Rate	No. of dismiss in 2024	Rate	No. of people hired in 2024	Rate	No. of dismiss in 2024	Rate	No. of people hired in 2024	Rate	No. of dismiss in 2024	Rate
Man	2,159	20.0%	2,422	22.5%	936	27.9%	1,068	0.0%	801	14.4%	992	17.8%	126	18.5%	132	19.4%	296	25.3%	230	19.7%
Woman	1,916	30.2%	2,196	34.6%	1,164	39.5%	1,507	51.1%	390	23.0%	384	22.7%	120	28.2%	88	20.7%	242	22.0%	217	19.8%
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Not informed	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	4,075	50.3%	4,618	57.1%	2,1	67.4%	2,575	51.1%	1,191	37.4%	1,376	40.5%	246	46.7%	220	40.1%	538	47.3%	447	39.4%
Age group																				
<30 years	1,895	42.8%	1,879	42.4%	1,069	56.5%	1,182	62.4%	529	29.8%	479	26.9%	97	48.0%	75	37.1%	200	35.8%	143	25.6%
30-50 years	1,978	18.3%	2,385	22.1%	917	16.8%	1,199	21.9%	610	12.7%	802	16.7%	142	3.0%	122	2.5%	309	20.2%	262	17.2%
>50 years	202	10.6%	354	18.6%	114	12.2%	194	20.8%	52	7.7%	95	14.0%	7	5.4%	23	20.5%	29	15.8%	42	23.0%
Total	4,075	71.7%	4,618	83.1%	2,1	85.5%	2,575	105.2%	1,191	50.1%	1,376	57.6%	246	56.3%	220	60.2%	538	71.9%	447	65.7%



Region	CCR GROUP				ROADS				MOBILITY				AIRPORTS				SERVICES/CORPORATE			
	No. of people hired in 2024	Rate	No. of dismiss in 2024	Rate	No. of people hired in 2024	Rate	No. of dismiss in 2024	Rate	No. of people hired in 2024	Rate	No. of dismiss in 2024	Rate	No. of people hired in 2024	Rate	No. of dismiss in 2024	Rate	No. of people hired in 2024	Rate	No. of dismiss in 2024	Rate
North	13	17.3%	18	24.0%	-	-	-	-	-	-	-	-	13	10.7%	18	14.8%	-	-	-	-
Northeast	184	13.3%	225	16.3%	-	-	-	-	171	13.0%	221	16.7%	13	20.3%	4	6.3%	-	-	-	-
South	535	41.2%	782	60.3%	476	49.1%	705	72.8%	-	-	-	-	59	18.0%	77	23.5%	-	-	-	-
Southeast	3,092	22.8%	3,279	24.1%	1,400	28.9%	1,578	32.6%	1,020	17.1%	1,155	19.4%	134	25.9%	99	19.1%	538	17.5%	447	14.5%
Midwest	251	31.9%	314	39.9%	224	33.7%	292	43.9%	-	-	-	-	27	22.1%	22	18.0%	-	-	-	-
International	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	4,075	126.5%	4,618	164.6%	2,100	111.7%	2,575	149.2%	1,191	30.1%	1,376	36.1%	246	97.0%	220	81.7%	538	17.5%	447	14.5%
Functional category																				
Analysts	305	20.6%	257	17.3%	35	19.9%	22	12.5%	37	21.0%	37	21.1%	53	24.2%	36	16.4%	180	19.7%	162	17.7%
Apprentices	439	93.2%	459	97.5%	263	120.6%	282	129.4%	138	66.3%	138	66.3%	30	93.8%	29	90.6%	8	61.5%	10	76.9%
Assistants	138	18.6%	175	23.6%	57	21.5%	61	23.0%	13	10.7%	45	36.9%	20	24.4%	28	34.1%	48	17.6%	41	15.1%
Consultants	20	26.7%	15	20.0%	0	0.0%	0	0.0%	-	-	-	-	-	-	1	100.0%	20	27.8%	14	19.4%
Coordinators	43	57.3%	53	70.7%	10	11.2%	13	14.6%	6	16.2%	7	18.9%	7	13.2%	8	15.1%	20	14.8%	25	18.5%
Directors	9	17.6%	6	11.8%	2	40.0%	2	40.0%	-	-	-	-	1	16.7%	1	16.7%	6	16.7%	3	8.3%
Executive directors	1	12.5%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	14.3%	-	-
Engineers	3	18.8%	3	18.8%	1	12.5%	1	12.5%	2	28.6%	2	28.6%	-	-	-	-	-	-	-	-
Experts	140	31.0%	63	13.9%	14	31.1%	3	6.7%	3	21.4%	6	42.9%	5	14.3%	4	11.4%	118	33.0%	50	14.0%
Trainees	113	102.7%	131	119.1%	11	110.0%	15	150.0%	29	100.0%	48	165.5%	9	75.0%	14	116.7%	64	108.5%	54	91.5%
Managers	25	10.5%	37	15.5%	-	-	5	15.6%	4	7.8%	8	15.7%	3	7.5%	4	10.0%	18	15.5%	20	17.2%
Executive managers	12	16.0%	12	16.0%	-	-	-	-	1	9.1%	-	-	-	-	-	-	11	23.9%	12	26.1%
Leaders	11	1.6%	104	15.0%	9	3.3%	44	16.2%	2	0.5%	58	14.0%	-	-	2	0.9%	-	-	-	-
Operation	2,490	26.2%	2,872	30.2%	1,615	34.1%	2,027	42.8%	765	64.2%	763	55.5%	86	19.7%	58	13.3%	24	15.7%	24	15.7%
Supervisors	48	7.6%	106	16.7%	23	10.5%	36	16.4%	13	4.3%	44	14.5%	10	12.0%	20	24.1%	2	7.1%	6	21.4%
Technicians	278	12.4%	325	14.5%	60	15.3%	64	16.3%	178	10.4%	220	12.8%	22	25.3%	15	17.2%	18	32.1%	26	46.4%
Total	4,075	473.1%	4,618	500.5%	2,100	430.1%	2,575	496.0%	1,191	360.6%	1,376	492.7%	246	326.0%	220	466.6%	538	408.3%	447	388.4%

	CCR GROUP	ROADS	MOBILITY	AIRPORTS	SERVICES/ CORPORATE
	2024	2024	2024	2024	2024
Voluntary turnover	8%	12%	5%	7%	7%
Involuntary turnover	19%	28%	14%	13%	13%
Total turnover	27%	40%	19%	20%	20%
By age group					
<30 years	42%	62%	8%	37%	26%
Between 30 and 50 years old	22%	33%	5%	15%	17%
>50 years	19%	21%	3%	21%	23%
By gender					
Male	22%	32%	18%	19%	20%
Female	35%	48%	23%	21%	20%
By functional category					
Analysts	17%	13%	21%	16%	18%
Apprentices	97%	129%	66%	91%	77%
Assistants	24%	23%	37%	34%	15%
Consultants	20%	0%	0%	100%	19%
Coordinators	17%	15%	19%	15%	19%
Directors	12%	40%	0%	17%	8%
Executive directors	0%	0%	0%	0%	0%
Engineers	19%	13%	29%	0%	0%
Experts	14%	7%	43%	11%	14%
Trainees	119%	150%	166%	117%	92%
Managers	15%	16%	16%	10%	17%
Executive managers	16%	0%	0%	0%	26%
Leaders	15%	16%	14%	33%	0%
Operation	30%	43%	18%	13%	16%
Supervisors	17%	16%	14%	24%	21%
Technicians	14%	16%	13%	17%	46%

	CCR GROUP	ROADS	MOBILITY	AIRPORTS	SERVICES/ CORPORATE
	2024	2024	2024	2024	2024
By race					
Asians	23%	36%	14%	13%	24%
White	28%	38%	21%	19%	19%
Indigenous	28%	47%	16%	50%	0%
Black/brown	24%	38%	17%	21%	20%
Undeclared	52%	81%	35%	24%	53%

GRI 401-3 Parental Leave

	CCR GROUP	
	Men	Women
Total number of employees who took maternity/paternity leave in the period	-	243
Total number of employees who went on maternity/paternity leave within the year and returned to work within the year, year of exercise after the end of the leave	-	227
Total number of employees who returned to work after maternity/paternity leave and were still with the company 12 months later returning to work	-	124
Rate of return	-	93.4
Retention rate	-	52.7

The CCR Group does not currently have the necessary data to calculate paternity leave.



	CCR GROUP		ROADS		MOBILITY		AIRPORTS		SERVICES/ CORPORATE	
	Total number of training hours	Average hours of training	Total number of training hours	Average hours of training	Total number of training hours	Average hours of training	Total number of training hours	Average hours of training	Total number of training hours	Average hours of training
Gender										
Woman	67,878	11	26,848	9	27,757	16	6,712	16	6,561	6
Man	148,113	14	43,457	13	85,195	15	11,471	17	7,989	7
Total	215,990	12	70,305	11	112,952	16	18,183	16	14,550	6
Functional category										
Analysts	16,379	11	3,601	19	6,376	36	1,823	8	4,580	5
Apprentices	3,147	7	1,589	7	1,108	5	354	11	97	7
Assistants	8,607	12	2,649	10	3,205	26	683	8	2,070	8
Consultants	544	7	91	91	213	213	-	-	240	3
Coordinators	3,716	12	1,712	19	741	20	493	9	768	6
Directors	427	8	74	12	109	27	37	6	207	6
Executive directors	93	12	13	-	11	-	5	-	63	9
Engineers	340	21	119	15	96	14	124	-	-	-
Experts	3,544	8	1,342	27	521	37	231	7	1,449	4
Trainees	1,316	12	301	30	470	16	118	10	427	7
Managers	2,907	12	748	23	1,200	24	525	13	433	4
Executive managers	685	9	175	29	253	23	38	3	220	5
Leaders	10,227	15	3,063	11	7,124	17	22	4	18	6
Operation	111,349	12	47,649	10	51,475	12	10,906	25	1,319	9
Supervisors	17,155	27	2,921	13	11,238	37	2,341	28	654	23
Technicians	35,555	16	4,257	10	28,810	17	482	6	2,005	36
Total	215,990	12	70,305	22	112,952	35	18,183	10	14,550	9

GRI 404-3 Percentage of employees receiving regular performance and career development reviews

	CCR GROUP		ROADS		MOBILITY		AIRPORTS		SERVICES/ CORPORATE	
	Number of employees*	% of employees	Number of employees*	% of employees	Number of employees*	% of employees	Number of employees*	% of employees	Number of employees*	% of employees
Gender										
Men	10,254	64%	4,144	64%	4,439	64%	623	60%	1,048	63%
Women	5,842	36%	2,281	36%	2,539	36%	407	40%	615	37%
Functional category										
Analysts	1474	9%	334	5%	372	5%	210	20%	558	34%
Apprentices	0	0%	0	0%	0	0%	0	0%	0	0%
Assistants	752	5%	290	5%	133	2%	86	8%	243	15%
Consultants	78	0%	15	0%	30	0%	1	0%	32	2%
Coordinators	305	2%	128	2%	47	1%	54	5%	76	5%
Directors	51	0%	10	0%	10	0%	6	1%	25	2%
Executive directors	7	0%	1	0%	1	0%	0	0%	5	0%
Engineers	16	0%	8	0%	8	0%	0	0%	0	0%
Experts	442	3%	128	2%	84	1%	38	4%	192	12%
Trainees	89	1%	21	0%	28	0%	10	1%	30	2%
Managers	240	1%	70	1%	71	1%	41	4%	58	3%
Executive managers	75	0%	18	0%	22	0%	12	1%	23	1%
Leaders	701	4%	273	4%	418	6%	7	1%	3	0%
Operation	8,992	56%	4522	70%	3797	54%	410	40%	263	16%
Supervisors	642	4%	203	3%	305	4%	78	8%	56	3%
Technicians	2,232	14%	404	6%	1,652	24%	77	7%	99	6%
Total	16,096	100%	6,425	100%	6,978	100%	1,030	100%	1,663	100%

GRI 405-1: Diversity in governance bodies and employees | SV-PS-330a.1 Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees

Diversity of employees, by functional category and gender

Metric: percentage (%)	CCR GROUP		ROADS		MOBILITY		AIRPORTS		SERVICES/CORPORATE	
	Man	Woman	Man	Woman	Man	Woman	Man	Woman	Man	Woman
Governance bodies	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.3%	0.0%	0.4%	0.2%
Analysts	4.5%	4.1%	1.3%	1.4%	1.3%	1.2%	10.6%	9.2%	21.2%	18.8%
Apprentices	0.9%	1.9%	0.8%	2.5%	1.1%	1.7%	0.9%	2.0%	0.1%	0.4%
Assistants	1.8%	2.6%	1.7%	2.3%	0.8%	0.8%	3.2%	4.1%	3.9%	8.0%
Consultants	0.3%	0.2%	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%	2.0%	1.2%
Coordinators	1.1%	0.7%	1.0%	0.3%	0.3%	0.2%	2.4%	2.3%	3.2%	2.8%
Directors	0.2%	0.1%	0.0%	0.0%	0.0%	0.0%	0.4%	0.2%	0.8%	0.8%
Executive directors	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%	0.3%	0.0%
Engineers	0.1%	0.0%	0.1%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%
Experts	1.6%	1.0%	0.5%	0.2%	0.1%	0.1%	1.6%	1.5%	9.6%	6.0%
Trainees	0.3%	0.4%	0.1%	0.1%	0.2%	0.2%	0.3%	0.8%	1.1%	1.4%
Managers	0.9%	0.4%	0.4%	0.1%	0.5%	0.2%	2.8%	0.8%	3.2%	1.9%
Executive managers	0.3%	0.1%	0.1%	0.0%	0.1%	0.0%	0.5%	0.5%	1.5%	0.5%
Leaders	2.3%	1.7%	1.3%	2.9%	4.3%	1.4%	0.4%	0.2%	0.0%	0.1%
Operation	34.5%	21.0%	37.1%	36.1%	43.5%	14.0%	26.9%	12.5%	2.0%	4.7%
Supervisors	2.6%	1.1%	2.5%	0.9%	3.1%	1.1%	4.8%	2.7%	0.4%	0.9%
Technicians	11.6%	1.5%	4.8%	1.3%	21.5%	2.1%	6.4%	1.4%	2.1%	0.4%
Total	63.0%	37.0%	51.8%	48.2%	76.7%	23.3%	61.6%	38.4%	51.7%	48.3%

Diversity of employees by job category and race

Metric: percentage (%)	CCR GROUP						ROADS						MOBILITY					
	White	Black and brown	Yellow	Indigenous	NOT DECLARED	NO INFORMATION	White	Black and brown	Yellow	Indigenous	NOT DECLARED	NO INFORMATION	White	Black and brown	Yellow	Indigenous	NOT DECLARED	NO INFORMATION
Governance bodies	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Analysts	5.6%	2.7%	0.2%	0.0%	0.0%	0.1%	2.0%	0.6%	0.0%	0.0%	0.0%	0.0%	1.3%	1.1%	0.0%	0.0%	0.0%	0.0%
Apprentices	1.4%	1.3%	0.0%	0.0%	0.1%	0.0%	2.0%	1.2%	0.1%	0.0%	0.0%	0.0%	1.1%	1.7%	0.0%	0.0%	0.1%	0.0%
Assistants	2.4%	1.8%	0.0%	0.0%	0.0%	0.1%	2.4%	1.6%	0.0%	0.0%	0.0%	0.0%	0.7%	0.9%	0.0%	0.0%	0.0%	0.1%
Consultants	0.4%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Coordinators	1.4%	0.4%	0.0%	0.0%	0.0%	0.0%	1.0%	0.3%	0.0%	0.0%	0.0%	0.0%	0.3%	0.2%	0.0%	0.0%	0.0%	0.0%
Directors	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%
Executive directors	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Engineers	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%
Experts	2.0%	0.6%	0.0%	0.0%	0.0%	0.0%	0.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%
Trainees	0.4%	0.2%	0.0%	0.0%	0.0%	0.0%	0.1%	0.1%	0.0%	0.0%	0.0%	0.0%	0.2%	0.2%	0.0%	0.0%	0.0%	0.0%
Managers	1.1%	0.3%	0.0%	0.0%	0.0%	0.0%	0.4%	0.1%	0.0%	0.0%	0.0%	0.0%	0.5%	0.2%	0.0%	0.0%	0.0%	0.0%
Executive managers	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%
Leaders	1.6%	2.3%	0.1%	0.0%	0.0%	0.1%	2.4%	1.6%	0.1%	0.0%	0.0%	0.0%	1.5%	3.9%	0.1%	0.0%	0.0%	0.1%
Operation	23.3%	28.1%	0.5%	0.1%	0.4%	3.0%	40.0%	28.8%	0.7%	0.2%	0.3%	3.2%	15.3%	36.8%	0.5%	0.2%	0.6%	4.1%
Supervisors	2.0%	1.5%	0.1%	0.0%	0.0%	0.1%	2.1%	1.1%	0.0%	0.0%	0.0%	0.1%	1.8%	2.2%	0.1%	0.0%	0.0%	0.1%
Technicians	5.4%	7.0%	0.2%	0.0%	0.1%	0.4%	3.8%	1.9%	0.0%	0.0%	0.0%	0.3%	8.4%	14.0%	0.3%	0.1%	0.2%	0.5%
Total	47.6%	46.5%	1.2%	0.2%	0.8%	3.7%	57.2%	37.4%	1.0%	0.2%	0.5%	3.7%	31.5%	61.3%	1.1%	0.3%	1.0%	4.8%

Diversity of employees by job category and race

Metric: percentage (%)	AIRPORTS						SERVICES/CORPORATE					
	White	Black and brown	Yellow	Indigenous	NOT DECLARED	NO INFORMATION	White	Black and brown	Yellow	Indigenous	NOT DECLARED	NO INFORMATION
Governance bodies	0.0%	0.0%	0.0%	0.0%	0.0%	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.6%
Analysts	11.7%	7.4%	0.4%	0.0%	0.1%	0.2%	26.9%	11.6%	0.9%	0.1%	0.2%	0.2%
Apprentices	1.4%	1.4%	0.0%	0.0%	0.1%	0.0%	0.5%	0.1%	0.0%	0.0%	0.0%	0.0%
Assistants	3.2%	3.5%	0.4%	0.0%	0.1%	0.2%	7.2%	4.5%	0.0%	0.0%	0.1%	0.0%
Consultants	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	2.5%	0.5%	0.1%	0.0%	0.0%	0.0%
Coordinators	2.8%	2.0%	0.0%	0.0%	0.0%	0.0%	5.0%	0.8%	0.1%	0.0%	0.0%	0.0%
Directors	0.4%	0.2%	0.0%	0.0%	0.0%	0.0%	1.5%	0.0%	0.0%	0.0%	0.0%	0.0%
Executive directors	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Engineers	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Experts	2.3%	0.7%	0.0%	0.0%	0.0%	0.1%	11.5%	3.7%	0.1%	0.0%	0.3%	0.0%
Trainees	0.9%	0.2%	0.0%	0.0%	0.0%	0.0%	1.6%	0.9%	0.0%	0.0%	0.0%	0.0%
Managers	3.1%	0.5%	0.0%	0.0%	0.1%	0.0%	3.9%	0.9%	0.2%	0.0%	0.1%	0.0%
Executive managers	0.8%	0.1%	0.1%	0.0%	0.0%	0.1%	1.7%	0.2%	0.2%	0.0%	0.0%	0.0%
Leaders	0.4%	0.2%	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%
Operation	17.4%	19.9%	0.4%	0.2%	0.5%	1.0%	3.9%	2.6%	0.1%	0.0%	0.0%	0.1%
Supervisors	5.0%	2.3%	0.1%	0.0%	0.0%	0.0%	0.8%	0.3%	0.1%	0.0%	0.0%	0.0%
Technicians	3.3%	3.8%	0.2%	0.0%	0.1%	0.5%	1.4%	1.1%	0.0%	0.0%	0.0%	0.0%
Total	52.9%	42.2%	1.4%	0.2%	1.0%	2.3%	68.8%	27.2%	2.0%	0.2%	0.9%	1.0%

Diversity of employees, by functional category and age group

Metric: percentage (%)	CCR GROUP			ROADS			MOBILITY			AIRPORTS			SERVICES/CORPORATE		
	<30 years	30-50 years	>50 years	<30 years	30-50 years	>50 years	<30 years	30-50 years	>50 years	<30 years	30-50 years	>50 years	<30 years	30-50 years	>50 years
Governance bodies	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	0.2%	0.0%	0.2%	0.4%
Analysts	2.4%	5.9%	0.4%	0.7%	1.8%	0.2%	0.6%	1.6%	0.2%	4.3%	14.7%	0.7%	11.5%	26.9%	1.7%
Apprentices	2.7%	0.0%	0.0%	3.4%	0.0%	0.0%	2.8%	0.1%	0.0%	2.9%	0.0%	0.0%	0.6%	0.0%	0.0%
Assistants	1.9%	2.1%	0.3%	1.9%	1.9%	0.4%	0.8%	0.7%	0.2%	2.3%	4.6%	0.5%	5.3%	6.1%	0.5%
Consultants	0.0%	0.4%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%	0.1%	2.5%	0.6%
Coordinators	0.1%	1.6%	0.2%	0.1%	1.0%	0.2%	0.0%	0.4%	0.1%	0.4%	4.1%	0.3%	0.1%	5.3%	0.5%
Directors	0.0%	0.2%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%	0.2%	0.0%	1.1%	0.5%
Executive directors	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%	0.3%
Engineers	0.0%	0.1%	0.0%	0.0%	0.1%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Experts	0.1%	2.2%	0.3%	0.0%	0.6%	0.1%	0.0%	0.1%	0.1%	0.3%	2.8%	0.1%	0.8%	13.4%	1.4%
Trainees	0.6%	0.1%	0.0%	0.2%	0.0%	0.0%	0.3%	0.1%	0.0%	1.1%	0.0%	0.0%	2.2%	0.4%	0.0%
Managers	0.0%	1.2%	0.2%	0.0%	0.4%	0.1%	0.0%	0.6%	0.1%	0.0%	3.2%	0.5%	0.0%	4.1%	1.0%
Executive managers	0.0%	0.4%	0.1%	0.0%	0.1%	0.0%	0.0%	0.1%	0.0%	0.0%	0.9%	0.2%	0.0%	1.6%	0.4%
Leaders	0.6%	3.2%	0.3%	0.7%	3.0%	0.5%	0.7%	4.7%	0.2%	0.0%	0.5%	0.1%	0.0%	0.1%	0.0%
Operation	14.4%	33.6%	7.5%	20.5%	41.1%	11.6%	13.9%	37.4%	6.2%	5.7%	28.0%	5.7%	2.8%	3.1%	0.9%
Supervisors	0.4%	2.8%	0.5%	0.5%	2.3%	0.6%	0.4%	3.4%	0.4%	0.4%	5.9%	1.3%	0.2%	0.9%	0.2%
Technicians	2.8%	9.3%	1.0%	1.4%	4.1%	0.6%	4.9%	16.8%	1.8%	1.0%	6.3%	0.5%	0.9%	1.4%	0.1%
Total	25.9%	63.0%	11.2%	29.2%	56.4%	14.4%	24.4%	66.2%	9.3%	18.2%	71.5%	10.3%	24.5%	67.0%	8.5%

Diversity of employees, by functional category and PCD and LGBTQIA+

Metric: percentage (%)	CCR GROUP		ROADS		MOBILITY		AIRPORTS		SERVICES/CORPORATE	
	PWD	LGBTQIA+	PWD	LGBTQIA+	PWD	LGBTQIA+	PWD	LGBTQIA+	PWD	LGBTQIA+
Governance bodies	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Analysts	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%	0.0%	0.6%	0.1%
Apprentices	0.1%	0.0%	0.0%	0.0%	0.1%	0.1%	0.0%	0.0%	0.0%	0.0%
Assistants	0.2%	0.0%	0.1%	0.0%	0.1%	0.0%	0.5%	0.0%	0.2%	0.0%
Consultants	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%
Coordinators	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%	0.0%	0.0%	0.0%
Directors	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Executive directors	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Engineers	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Experts	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.5%	0.1%
Trainees	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Managers	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%
Executive managers	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Leaders	0.1%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Operation	1.7%	0.3%	2.7%	0.4%	1.4%	0.2%	1.1%	0.5%	0.4%	0.0%
Supervisors	0.1%	0.0%	0.1%	0.0%	0.1%	0.0%	0.3%	0.0%	0.0%	0.0%
Technicians	0.2%	0.1%	0.1%	0.0%	0.4%	0.1%	0.1%	0.1%	0.0%	0.0%
Total	2.6%	0.5%	3.2%	0.6%	2.2%	0.4%	2.4%	0.6%	2.0%	0.2%

Employee engagement	CCR GROUP				ROADS				MOBILITY				AIRPORTS				SERVICES/CORPORATE						
	2022	2023	2024	2020	2021	2022	2023	2024	2020	2021	2022	2023	2024	2020	2021	2022	2023	2024	2020	2021	2022	2023	2024
participation rate in the organizational climate survey	67.3%	74.6%	83.8%	83.0%	-	63.8%	69.8%	84.0%	79%	58.6%	67.4%	78.0%	83.0%	67%	-	85.0%	94.0%	93.0%	88.5%	75.7%	70.8%	70.7%	83.1%
Organizational climate survey score	8.2	8.4	8.7	82.5%	-	8.3	8.5	8.80	77.0%	8.30	8.4	8.4	8.6	81.0%	-	8.4	8.5	9.0	80.0%	7.80	8.3	8.3	8.6
SEX																							
Men	66.9%	75.4%	87.4%	-	-	62.7%	68.6%	82.9%	-	-	67.1%	78.4	84.2%	-	-	85.3%	93.0%	92.8%	-	-	71.8%	72.3%	83.9%
	8.4	8.4	8.7	-	-	8.4	8.5	8.8	-	-	8.3	8.4	8.6	-	-	8.4	8.5	9	-	-	8.5	8.4	8.50
Women	67.4%	73.4%	83.2%	-	-	65%	70.9%	84.5%	-	-	68.5%	76.8	79.50%	-	-	84.3%	95.5%	92.7%	-	-	69.9%	69.2%	82.2%
	8.3	8.4	8.7	-	-	8.2	8.4	8.7	-	-	8.5	8.5	8.7	-	-	8.3	8.6	9.10	-	-	8.1	8.2	8.6
AGE																							
<30 years	62.9%	71.5%	80.0%	-	-	60.7%	66.5%	80.6%	-	-	63.5%	77.7	78.1%	-	-	81.4%	92.1%	91.5%	-	-	65.1%	61.9%	81.8%
	8.3	8.4	8.6	-	-	8.2	8.4	8.7	-	-	8.4	8.4	8.5	-	-	8.5	8.4	9.00	-	-	8.4	8.4	8.6
Between 30 and 50 years old	68.8%	77.3%	85.2%	-	-	65.3%	71.7	85.4%	-	-	69%	80.3	84.5%	-	-	85.6%	95.2%	92.8%	-	-	72.8%	74.9%	83.9%
	8.3	8.4	8.7	-	-	8.3	8.5	8.8	-	-	8.4	8.4	8.6	-	-	8.3	8.6	9.10	-	-	8.3	8.03	8.6
>50 years	67.7%	66.6%	84.2%	-	-	64.5%	68.4	82.4%	-	-	66.7%	60.3	85.8%	-	-	86.7%	89.3%	94.8%	-	-	75.4%	69.0%	82.1%
	8.5	8.6	8.9	-	-	8.5	8.6	8.9	-	-	8.4	8.6	9.0	-	-	8.6	8.6	8.90	-	-	8.4	8.3	8.7
Functional category																							
Directors		69.0%	84.0%	-	-	-	-	90.9%	-	-	-	100%	64.0%	-	-	-	-	100%	-	-		64.3%	86.2%
		8.4	8.8	-	-	-	-	8.5	-	-	-	8.7	8.7	-	-	-	-	8.6	-	-		8.7	9.0

*2020: Engagement Survey carried out for the entire CCR Group according to the Korn Ferry methodology, whose scoring criteria is different from the Pulses methodology. 2021: Pulse Survey carried out with Pulses, a pilot for the CCR, GBS and Metrô Bahia units. The Pulses methodology was used in full from 2022 onwards.

Employee engagement	CCR GROUP					ROADS					MOBILITY					AIRPORTS					SERVICES/CORPORATE				
	2022	2023	2024	2020	2021	2022	2023	2024	2020	2021	2022	2023	2024	2020	2021	2022	2023	2024	2020	2021	2022	2023	2024	2020	2021
Managers	86.20%	88.60%		-	-	81.90%	85.50%		-	-	93.30%	93.50%		-	-	95.30%	90.90%		-	-	79.20%	84.60%		-	-
	8.3	8.8		-	-	8.3	8.7		-	-	8.1	8.8		-	-	8.8	9.3		-	-	8.3	8.8		-	-
Consultants	77.40%	79.70%		-	-	66.70%	45.50%		-	-	-	86.40%		-	-	-	-		-	-	78.9%	90%		-	-
	7.8	8.5		-	-	8.3	7.9		-	-	-	8.7		-	-	-	-		-	-	7.8	8.4		-	-
Coordinators	83%	91.20%		-	-	77.30%	89.80%		-	-	78.80%	97.70%		-	-	100%	92%		-	-	87.30%	89.50%		-	-
	8.5	8.7		-	-	8.5	8.7		-	-	8.6	8.6		-	-	8.8	8.9		-	-	8.3	8.6		-	-
Experts	76.80%	86.20%		-	-	69.90%	83.10%		-	-	83.10%	86.40%		-	-	100%	100%		-	-	74.60%	85.00%		-	-
	8	8.5		-	-	8.3	8.6		-	-	7.6	8.3		-	-	7.8	8.7		-	-	8	8.6		-	-
Leaders and supervisors	86.40%	85.80%		-	-	80.30%	85.30%		-	-	90.40%	85.50%		-	-	91.90%	93.80%		-	-	84.30%	83.30%		-	-
	8.6	8.8		-	-	8.7	9		-	-	8.6	8.7		-	-	8.9	9.3		-	-	8.6	8.8		-	-
Analysts and assistants	79.4%	90.6		-	-	71.90%	87.70%		-	-	88%	87%		-	-	95.30%	91.70%		-	-	76.10%	84.80%		-	-
	8.3	8.6		-	-	8.3	8.8		-	-	8.3	8.5		-	-	8.3	9		-	-	8.3	8.5		-	-
Agents, technicians and auxiliaries	73.70%	84.30%		-	-	69.70%	84.50%		-	-	77.10%	83.90%		-	-	92.90%	93.40%		-	-	62.30%	79.60%		-	-
	8.5	8.7		-	-	8.5	8.7		-	-	8.4	8.6		-	-	8.6	9		-	-	8.3	8.5		-	-
Apprentices and trainees	38.80%	55.30%		-	-	34.30%	48.40%		-	-	38.60%	51.00%		-	-	88.90%	88.60%		-	-	35.20%	70.70%		-	-
	8.9	8.9		-	-	8.8	8.9		-	-	9	8.9		-	-	9	9.1		-	-	8.9	8.9		-	-

Health and safety

GRI 403-9 | SASB IF-EN-320a.1. TR-RO-320a.1. TR-RO-540a.1

Employees (own)	CCR GROUP	ROADS	MOBILITY	AIRPORTS	SERVICES/ CORPORATE
Number of deaths resulting from accidents at work	1	1	0	0	0
Index of deaths resulting from accidents at work	0.03	0.08	0.00	0.00	0.00
Number of high consequence work-related injuries (excluding deaths);	59	28	31	0	0
Rate of high consequence work-related injuries (excluding deaths)	1.83	2.26	2.25	0.00	0.00
Number of occupational accidents subject to mandatory reporting	249	102	145	2	0
Index of occupational accidents subject to mandatory reporting	7.73	8.24	10.54	0.54	0.00
Employees (service providers)	CCR GROUP	ROADS	MOBILITY	AIRPORTS	SERVICES/ CORPORATE
Number of deaths resulting from accidents at work	9	8	1	0	-
Index of deaths resulting from accidents at work	0.20	0.27	0.09	0.00	-
Number of accidents at work with serious consequences (except fatalities);	326	218	83	25	-
Index of accidents at work with serious consequences (except fatalities);	7.12	7.48	7.19	4.90	-
Number of occupational accidents subject to mandatory reporting	439	318	77	44	-
Index of occupational accidents subject to mandatory reporting	9.59	10.92	6.67	8.63	-



GRI 403-10- Occupational diseases

	CCR GROUP	ROADS	MOBILITY	AIRPORTS	SERVICES/ CORPORATE
Number of deaths resulting from occupational diseases	0	0	0	0	0
Rate of deaths resulting from occupational diseases	0	0	0	0	0
Number of reportable cases of work-related illness	0	0	0	0	0

Value chain aspect

204-1 Percentage of purchasing budget spent with local suppliers

	CCR GROUP
Purchase order	68%
Spend	63%

GRI 414-2 Negative social impacts in the supply chain and measures taken

	CCR GROUP
Number of suppliers assessed for social impacts.	107
Number of suppliers identified as having significant actual and potential negative social impacts.	0
Percentage of suppliers identified as having significant actual and potential negative social impacts with whom improvements have been agreed as a result of the assessment.	100%
Percentage of suppliers identified as having significant actual and potential negative social impacts with which relationships were terminated as a result of the assessment and why	0%

Governance

Remuneration aspect



GRI 405-2 Ratio of basic salary and remuneration received by women to those received by men

	CCR GROUP						ROADS					
	Man basic salary	Man Remuneration total	Woman basic salary	Woman compensation total	Proportion compensation	Proportion Base	Man basic salary	Man Remuneration total	Woman basic salary	Woman compensation total	Proportion compensation	Proportion Base
Analysts	9,385	11,949	8,523	10,422	87%	91%	9,072	11,194	7,910	9,597	87%	87%
Apprentice	947	947	951	953	101%	100%	977	978	969	972	99%	99%
Assistants	3,168	3,534	3,235	3,571	101%	102%	3,079	3,380	3,014	3,298	98%	98%
Consultants	26,853	39,629	26,998	39,106	99%	101%	30,039	47,130	-	-	0%	0%
Coordinators	17,541	24,422	16,929	23,301	95%	97%	17,141	23,534	15,947	21,840	93%	93%
Board of Directors	231,367	523,583	159,413	247,324	47%	69%	59,667	104,326	56,030	105,314	101%	94%
Engineers	16,694	20,574	16,732	22,264	108%	100%	14,801	18,055	11,347	17,912	99%	77%
Experts	17,852	23,186	17,253	22,259	96%	97%	22,176	25,898	17,036	21,100	81%	77%
Trainee	1,712	1,712	1,714	1,714	100%	100%	1,733	1,733	1,765	1,765	102%	102%
Managers	26,462	38,849	24,957	36,602	94%	94%	28,203	42,333	24,118	34,155	81%	86%
Executive managers	41,908	71,032	38,956	62,507	88%	93%	44,429	76,883	48,296	82,412	107%	109%
Leaders	4,423	6,118	3,594	4,530	74%	81%	3,944	4,817	3,317	3,953	82%	84%
Operation	2,954	3,645	2,252	2,625	72%	76%	2,651	3,088	1,947	2,200	71%	73%
Supervisors	7,858	10,069	7,638	9,441	94%	97%	7,435	9,054	7,145	8,556	94%	96%
Technicians	4,270	5,984	4,127	5,127	86%	97%	3,921	4,863	4,068	4,712	97%	104%
Total	413,393	785,233	333,270	491,746	63%	81%	249,267	377,266	202,908	317,787	84%	81%

GRI 405-2 Ratio of basic salary and remuneration received by women to those received by men

	MOBILITY						AIRPORTS						SERVIÇOS					
	Man basic salary	Man Remuneration total	Woman basic salary	Woman compensation total	Proportion compensation	Proportion Base	Man basic salary	Man Remuneration total	Woman basic salary	Woman compensation total	Proportion compensation	Proportion Base	Man basic salary	Man Remuneration total	Woman basic salary	Woman compensation total	Proportion compensation	Proportion Base
Analysts	9,040	11,446	7,828,62	9,332,37	82%	87%	9,755	12,001	8,999	10,583	88%	92%	9,403	12,075	8,692	10,758	89%	92%
Apprentice	871	872	896,17	897,09	103%	103%	1,004	1,004	1,005	1,005	100%	100%	1,415	1,415	1,257	1,257	89%	89%
Assistants	2,800	3,169	3,278,39	3,601,19	114%	117%	4,013	4,466	4,149	4,559	102%	103%	3,689	4,137	3,265	3,627	88%	89%
Consultants	22,441	31,786	-	-	0%	0%	35,421	51,151	34,496	34,496	67%	97%	26,746	39,497	26,921	39,153	99%	101%
Coordinators	17,007	23,464	16,488,02	23,270,80	99%	97%	16,990	22,192	16,662	21,298	96%	98%	18,355	26,142	17,343	24,180	92%	94%
Board of Directors	72,679	123,045	42,236,15	63,406,95	52%	58%	169,131	312,390	57,418	90,399	29%	34%	235,328	539,624	160,606	250,383	46%	68%
Engineers	20,802	26,042	17,659,86	23,451,90	90%	85%	-	-	-	-	0%	0%	-	-	16,253	20,383	0%	0%
Experts	21,529	28,102	28,196,27	32,634,94	116%	131%	16,150	20,094	17,390	22,984	114%	108%	17,144	22,770	16,490	21,538	95%	96%
Trainee	1,636	1,636	1,644,74	1,644,74	101%	101%	1,668	1,668	1,684	1,684	101%	101%	1,783	1,783	1,776	1,776	100%	100%
Managers	23,795	34,926	22,558,94	32,485,05	93%	95%	27,197	38,061	24,558	33,404	88%	90%	27,650	40,559	26,360	39,582	98%	95%
Executive managers	41,079	70,251	37,337,15	62,735,70	89%	91%	41,595	66,209	41,133	67,250	102%	99%	41,760	71,007	37,675	58,967	83%	90%
Leaders	4,556	6,478	4,062,19	5,530,74	85%	89%	9,080	10,235	5,043	5,758	56%	56%	-	-	4,108	4,586	0%	0%
Operation	3,168	4,042	2,961,25	3,611,67	89%	93%	3,098	3,961	3,001	3,654	92%	97%	7,010	8,296	5,700	6,428	77%	81%
Supervisors	8,137	10,530	7,829,81	9,282,34	88%	96%	7,709	10,787	7,241	10,225	95%	94%	9,989	12,597	8,908	11,528	92%	89%
Technicians	4,268	6,184	4,141,67	5,410,63	87%	97%	4,512	5,834	4,194	4,862	83%	93%	6,042	7,097	4,579	5,210	73%	76%
Total	253,811	381,972	197,119	277,296	73%	78%	347,324	560,054	226,972	312,162	56%	65%	406,315	786,999	339,934	499,356	63%	84%

Corporate integrity aspect

GRI 205-1 Operations subject to risk assessments related to corruption

	ROADS	MOBILITY	AIRPORTS	SERVICES/CORPORATE
Total number of operations subjected to risk assessments related to corruption	11	6	7	2
Percentage of operations submitted to risk assessments related to corruption	100%	100%	100%	100%

GRI 205-2 Communication and training on anti-corruption policies and procedures

	CCR GROUP		ROADS		MOBILITY		AIRPORTS		SERVICES/CORPORATE	
	Communicated	Trained	Communicated	Trained	Communicated	Trained	Communicated	Trained	Communicated	Trained
Analysts	1435	1441	194	188	192	187	156	150	893	916
	9.2%	9.6%	3.4%	3.5%	2.8%	2.9%	20.3%	20.1%	41.1%	41.3%
Apprentices	0	0	0	0	0	0	0	0	0	0
	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Assistants	721	691	268	252	125	123	57	49	271	267
	4.6%	4.6%	4.6%	4.6%	1.8%	1.9%	7.4%	6.6%	12.5%	12.0%
Consultants	74	79	1	1	1	2	1	1	71	75
	0.5%	0.5%	0.0%	0.0%	0.0%	0.0%	0.1%	0.1%	3.3%	3.4%
Coordinators	287	290	89	89	34	37	38	36	126	128
	1.8%	1.9%	0.6%	1.6%	0.2%	0.6%	0.2%	4.8%	0.8%	5.8%
Directors	47	49	4	5	4	4	0	0	39	40
	0.3%	0.3%	0.1%	0.1%	0.1%	0.1%	0.0%	0.0%	1.8%	1.8%
Executive directors	8	8	0	0	0	0	0	0	8	8
	0.1%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%	0.4%

	CCR GROUP		ROADS		MOBILITY		AIRPORTS		SERVICES/ CORPORATE	
	Communicated	Trained	Communicated	Trained	Communicated	Trained	Communicated	Trained	Communicated	Trained
Engineers	16	13	8	5	7	7	0	0	1	1
	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.0%	0.0%	0.0%	0.0%
Experts	383	386	21	21	9	9	32	31	321	325
	2.5%	2.6%	0.4%	0.4%	0.1%	0.1%	4.2%	4.1%	14.8%	14.6%
Trainees	115	86	9	8	35	23	10	6	61	49
	0.7%	0.6%	0.2%	0.1%	0.5%	0.4%	1.3%	0.8%	2.8%	2.2%
Managers	227	231	32	31	50	48	32	33	113	119
	1.5%	1.5%	0.6%	0.6%	0.7%	0.7%	4.2%	4.4%	5.2%	5.4%
Executive managers	75	74	6	6	11	11	8	8	50	49
	0.5%	0.5%	0.1%	0.1%	0.2%	0.2%	1.0%	1.1%	2.3%	2.2%
Leaders	660	664	263	266	395	395	0	0	2	3
	4.2%	4.4%	4.5%	4.9%	5.8%	6.0%	0.0%	0.0%	0.1%	0.1%
Operation	8,091	7,470	4,092	3,793	3,619	3,398	265	269	115	10
	52.1%	49.9%	70.7%	69.6%	53.2%	51.9%	34.5%	36.0%	5.3%	0.5%
Governance bodies	14	0	-	-	-	-	-	-	-	-
	0.1%	0%	-	-	-	-	-	-	-	-
Supervisors	601	604	209	204	294	300	72	71	26	29
	3.9%	4.0%	3.6%	3.7%	4.3%	4.6%	9.4%	9.5%	1.2%	1.3%
Technicians	2,791	2,877	594	579	2,021	2,004	98	93	78	201
	18.0%	19.2%	10.3%	10.6%	29.7%	30.6%	12.7%	12.4%	3.6%	9.1%



Region	CCR GROUP		ROADS		MOBILITY		AIRPORTS		SERVICES/CORPORATE	
	Communicated	Trained	Communicated	Trained	Communicated	Trained	Communicated	Trained	Communicated	Trained
North	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 0.0%	0 0.0%
Northeast	1,201 7.7%	1,185 7.9%	0 0.0%	0 0.0%	1,201 17.7%	1,185 18.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
South	1,241 8.0%	1,140 7.6%	822 14.2%	739 13.6%	0 0.0%	0 0.0%	419 54.5%	401 53.7%	0 0.0%	0 0.0%
Southeast	12,149 78.2%	11,734 78.4%	4,348 75.1%	4,122 75.7%	5,596 82.3%	5,363 81.9%	30 3.9%	29 3.9%	2,175 100.0%	2,220 100.0%
Midwest	940 6.1%	904 6.0%	620 10.7%	587 10.8%	0 0.0%	0 0.0%	320 41.6%	317 42.4%	0 0.0%	0 0.0%
International	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 0.0%	0 0.0%

GRI 205-2 Communication to partners about anti-corruption policies and procedures (suppliers)

Region	CCR GROUP		ROADS		MOBILITY		AIRPORTS		SERVICES/CORPORATE	
	Trained	Trained	Trained	Trained	Trained	Trained	Trained	Trained	Trained	
North	27 1%	1 0%	3 0%	23 3%	0 0%					
Northeast	219 6%	12 1%	98 11%	102 15%	7 1%					
South	192 5%	114 7%	10 1%	50 7%	18 4%					
Southeast	2,568 69%	1,190 73%	743 80%	222 32%	413 88%					
Midwest	676 18%	314 19%	49 5%	288 42%	25 5%					
International	40 1%	2 0%	23 2%	6 1%	9 2%					

Other indicators and indexes

Suppliers

Monitoring information on the coverage and progress of your supplier screening program	2024
Total number of tier-1 suppliers	4,574
Total number of significant tier-1 suppliers	593
% of total spend with significant tier-1 suppliers	71%
Total number of significant suppliers outside tier-1	Not mapped
Total number of significant suppliers (tier-1 and non-tier 1)	Not mapped

Coverage and progress of the supplier evaluation program	
Total number of suppliers assessed through documentary assessments/on-site assessments	4,770
% of significant single suppliers evaluated	593
Number of suppliers assessed with substantial actual/potential negative impacts	42
% of suppliers with actual/potential substantial negative impacts with agreed corrective action/improvement plan	74% (31/42 total)
Number of suppliers with substantial actual/potential negative impacts that have been terminated	11 (blocked for new hires and/or contract termination)

Coverage and progress of suppliers with corrective action plans	
Total number of suppliers supported in implementing the corrective action plan	31
% of suppliers assessed with actual/potential substantial negative impacts supported in the implementation of the corrective action plan	100% (31)

Coverage and progress of suppliers in training programs	
Total number of suppliers in training programs	139
% of unique and significant suppliers in training programs	3%

Indicate the % of local workers	TOTAL AVERAGE CCR GROUP	RODOVIA	MOBILITY	AIRPORTS SERVICES/CORPORATE
% composition of local workers	66%	68%	69%	85%

Social investment

index	Direct funding for social investment CCR	CCR Revenue	Percentage
Net profit	R\$29,479,360.97	R\$1,780,000,000.00	1.66%

Carrying out an impact assessment of local stakeholders or the community

In 2024, a survey was carried out with stakeholders to understand their perception of the CCR Institute's work. Among the participants, 45% were from São Paulo and 27% from Rio de Janeiro. The results showed that 97% positively evaluated the Institute's actions in their communities, and 100% recognized the Institute's focus on long-term initiatives that promote lasting change. Every year, the CCR Institute carries out satisfaction surveys on the proprietary programs Caminhos para a Saúde and Caminhos para a Cidadania. In Caminhos para a Cidadania there were more than 1,274 respondents (99% of graduates) and 97% were satisfied with the course, 96% were satisfied with the methodology of the classes, and 97% were satisfied with the tutoring work. As for the Pathways to Health course, a survey was carried out which obtained more than 700 responses and an average score of 9.7 (from 0 to 10).

Clear communication channels for local stakeholders to communicate with the company

On behalf of the CCR Institute, we provide a platform dedicated to registering all requests for donations and sponsorships, centralizing the registration up to the final evidence of the project, whether through tax incentive laws, direct contributions, donations or service requests. Through the Donations and Sponsorships Portal, we monitor CCR Group's social investment, providing corporate security. In addition, we assess whether the applicant's project is aligned with CCR Group's material topics and our strategic focuses. The tool allows for traceability of the deliberation process and guarantees transparency for the proposers, as well as concentrating all the evidence of execution of the initiatives supported. To access the Donations and Sponsorships Portal and submit proposals, you need to register on our website and fill in the Donation or Sponsorship form.

Training local stakeholders to ensure they can communicate with the company

On the part of the CCR Institute, we make the Donations and Sponsorships Portal available, as mentioned above. We hold a weekly meeting for partners to ask questions about how to present evidence in this system.

Regular surveys/reviews of local stakeholders' perceptions of the engagement strategy

In 2024, a survey was carried out with stakeholders to understand their perception of the CCR Institute's work. Among the participants, 45% were from São Paulo and 27% from Rio de Janeiro. The results showed that 97% positively evaluated the Institute's actions in their communities, and 100% recognized the Institute's focus on long-term initiatives that promote lasting change. Every year, the CCR Institute carries out satisfaction surveys on the proprietary programs Caminhos para a Saúde and Caminhos para a Cidadania. In Caminhos para a Cidadania there were more than 1,274 respondents (99% of graduates) and 97% were satisfied with the course, 96% were satisfied with the methodology of the classes, and 97% were satisfied with the tutoring work. As for the Pathways to Health course, a survey was carried out which obtained more than 700 responses and an average score of 9.7 (from 0 to 10).

Meeting with local stakeholders to identify emerging concerns

In 2024, the Brazilian Business Council for Sustainable Development (CEBDS), CCR and Insper's Mobility Observatory joined forces to strengthen their initiatives aimed at developing the climate agenda for COP-30, creating a transport sector coalition with the aim of making the sector an active contributor to reducing Brazilian emissions. Among the coalition's main practical objectives are the engagement of stakeholders in the sector and the definition of sub-working groups to discuss specific proposals for the transport sector; mapping, leveraging and systematizing existing studies to strengthen discussions on the sector; facilitating of discussion workshops between members of the transport sector, aimed at developing a joint proposal on ways to reduce emissions. The members of the groups take part in listening/preliminary validation sessions, discussion workshops and the validation and dissemination of the final compiled document. More details on this initiative: <https://cebds.org/noticia/coalizacao-visa-avancar-na-decarbonization-of-the-transport-sector/>

Local community groups or councils are formed by the company in all the locations where it has operations

In 2023, the CCR Group entered into a partnership with Insper's Arq.Futuro de Cidades Laboratory to create the National Sustainable Mobility Observatory, the aim of which is to carry out research to create a database on mobility. In 2024, the Observatory collected data and published research on mobility in the country using public data obtained by municipalities on the Urban Portal. The observatory aims to contribute to decision-making by both civil society and the public sphere with regard to public transport and urban mobility.

Percentage of company profits earmarked for local development programs

1,54%.

Stakeholder engagement programs are applied in all local operations

In 2024, the CCR Institute carried out social projects that benefited 36 of the company's local operations:

Highways Platform: CCR AutoBAn, CCR MSVias, CCR RioSP, CCR Rodoanel, CCR SPVias, CCR ViaCosteira, CCR ViaLagos, CCR ViaOeste, CCR ViaSul, ViaRio and Renovias.
 Platafoma Airports: BH Airport, Bacacheri, Pampulha, Bagé, Imperatriz, Joinville, Londrina, Palma, Petrolina, Terezina, Curitiba, Navegantes, Goiânia, Pelotas, São Luis and Foz do Iguaçu.
 Mobility Platform: ViaMobilidade - Line 5, ViaMobilidade - Lines 8 and 9, ViaQuatro, VLT Carioca, CCR Metrô Bahia and CCR Barcas.

Emerging risks

Risk 1

Risk	The company could be the target of more challenging cyber threats in the future, boosted by the increased use of automation and the rise of artificial intelligence, which could adversely affect business.
Risk	<p>Growing media exposure and the digital transformation of processes with elements of artificial intelligence, robotization, cloud data storage, greater connectivity, etc., increases the company's exposure to cyber threats from social engineering, cyber attacks and malicious code perpetrated by cyber criminals. The sophistication of these criminals, incorporating automation and advanced artificial intelligence techniques, makes protecting technology environments even more challenging, as exemplified below.</p> <ul style="list-style-type: none"> ▪ Social engineering: this technique, which cybercriminals or malicious people use to obtain information about the environment so that they can gain an advantage and apply scams, can be perfected with more personalized attacks, by generating fake content, using malicious chatbots and/or manipulating social media. ▪ Malware: these are threats through malicious code, commonly known as viruses, which can spread through the organization's equipment and systems, and can be improved by generating more intelligent algorithms that quickly understand and bypass defense mechanisms, exploiting vulnerabilities in an automated way, etc. ▪ Phishing: this very common scam among cybercriminals, in which sentimental appeal and a sense of urgency are generally used to trick 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, making it possible to create messages that align with the victim's typical behavior, etc. ▪ Ransomware: this is a type of malware that encrypts data and restricts access to systems and can be improved by using stronger decryption algorithms, making it impossible to trace the cybercriminal.
Risk impact	<p>Cyber threats can have an adverse impact on the company's business:</p> <ul style="list-style-type: none"> ▪ Downtime in the information technology systems on which the company's operations depend, which can lead to unavailability and/or operational degradation and jeopardize the level of customer service, as well as resulting in a possible reduction or loss of revenue; ▪ If the company's servers or those of third parties 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 clients may be leaked, stolen, improperly modified or destroyed; ▪ Any security breach involving the 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 liability before its suppliers, customers, third parties or government authorities; (iv) generate financial losses related to data recovery, repair of compromised systems, as well as possible ransom payments to prevent the disclosure of sensitive information, etc.
Risk mitigation	<p>The company has implemented actions to monitor and develop networks and information technology infrastructure to prevent, detect, treat and mitigate risks of unauthorized access, misuse, computer viruses and other events that may have an impact on information security:</p> <ul style="list-style-type: none"> ▪ Normative instruments such as Policies and Code of Conduct address Information Security guidelines, including criteria for classifying and controlling confidential information; ▪ Communication campaigns and training to make employees and third parties aware of cyber threats and information security mechanisms; ▪ The company has technological security mechanisms to prevent potential invaders, 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 encryption; ▪ There are redundancies in the information technology systems, as well as backup processes that can be used in adverse situations, such as the segregation of operational networks and administrative networks. ▪ Recurring assessment of the level of maturity of the information security environment, based on the best process practices and internal controls defined in the ISO 27.001 frameworks, ISO 27.002 and NIST CSF. ▪ Strategic Information Security Plan that establishes the realization of various corporate projects to increase the maturity of the CCR Group's environment, including: internal and external intrusion tests, access management, incident management, vulnerability management, network segregation, threat intelligence, etc. <p>In addition, the company has a specific Resilience, Operational Continuity and Crisis Management procedure, which establishes the activation of a Crisis Committee and Event Response Actions in the event of a materialized cyber threat.</p>

Risk 2

Risk	International geopolitical instability, characterized by regional conflicts, trade tensions between countries, the imposition of economic sanctions, abrupt changes in government policies and uncertainties in global markets, can affect costs, input shortages, project delays, interruptions in the supply chain and impact the company's financial results.
Risk description	<p>International geopolitical instability has intensified in recent years and interferes with the dynamics of global markets, and the need for inputs and technologies from different regions makes the company susceptible to the impacts of this instability:</p> <ul style="list-style-type: none"> ▪ Regional conflicts, trade tensions, economic sanctions and abrupt changes in government policies and uncertainties in global markets can have effects such as: ▪ International trade disputes, export and import restrictions, or the imposition of economic sanctions; ▪ Currency fluctuations, especially the dollar; ▪ Global logistical challenges, such as port blockages, international transportation disruptions with supply delays, jeopardizing schedules and operations; ▪ Impacts on the supply chain, whose production or logistics could be jeopardized by political or social instability in their regions of operation.
Risk impact	<p>Although international geopolitical instability does not directly interrupt the company's operations, its impacts can be significant:</p> <ul style="list-style-type: none"> ▪ Increased operating and project costs due to the appreciation of the dollar; ▪ Shortage of imported inputs and rising raw material prices; ▪ Delays in works and maintenance, compromising schedules and impacting the performance of assets due to the difficulty in obtaining critical materials and equipment; ▪ Greater dependence on local suppliers, who may not meet the technical requirements or scale needed for the operation; ▪ Reduced competitiveness in tenders or contracts due to increased global costs of inputs and services; ▪ Difficulties in implementing new technologies and modernizing operating systems, due to the unavailability of imported components; ▪ Increased transportation and logistics costs, resulting from global restrictions or higher fuel prices; ▪ Risk of interruptions to maintenance and technical assistance contracts for imported equipment if suppliers are affected by conflicts or economic sanctions; ▪ Impacts on the reliability of the operation due to shortages of spare parts, requiring temporary solutions or unplanned stoppages; ▪ Increased exports of agricultural commodities due to the devaluation of the real against the dollar or export restrictions by countries competing with Brazil; ▪ Increase in interest rates by the government, as a measure to contain inflation and the consequent impact on the cost of debts; ▪ Increased Brazil risk with reduced availability of credit and increased debt spread and cost of debt. <p>The company cannot accurately predict the escalation of geopolitical instability and its impact on business, but recognizes the need to adopt measures to maintain competitiveness and operational efficiency in the face of these challenges.</p>
Risk mitigation	<p>To mitigate the effects of geopolitical instability, the company has adopted the following mitigation strategies:</p> <ul style="list-style-type: none"> ▪ Monitoring global risks, with continuous monitoring of political, economic and logistical changes that could impact the supply chain; ▪ Monitoring of exposure to foreign currency, with the adoption of actions to minimize the impact of variations in the dollar and other foreign currencies (e.g. hedging); ▪ Derivative transactions to change exposure to an index (e.g. IPCA to CDI SWAP) in order to reduce the total cost of its indebtedness; ▪ Strategic stockpiling of critical materials, ensuring greater resilience in times of shortage or delay in supply; ▪ Planning future CAPEX and anticipating strategic contracts; ▪ Developing strategic partnerships, especially with suppliers of priority inputs, to ensure greater stability in supply; ▪ Third Party Risk Monitoring, with the aim of monitoring financial health and the ability to supply and provide contracted services; ▪ Negotiating long-term contracts with key suppliers, seeking greater predictability and stability in costs and delivery times; ▪ Strengthening institutional relations, participating in sector discussions and global forums that can anticipate regulatory or economic changes; ▪ The need to develop local innovation, encouraging research into national technologies, inputs and services that reduce dependence on foreign markets. <p>The company has a specific Resilience, Operational Continuity and Crisis Management procedure, which establishes the activation of a Crisis Committee and Response Actions to adverse events, guaranteeing the continuity of operations and remaining resilient to the challenges posed by a dynamic and uncertain global scenario.</p>

Compensation

Functional level

	Average male salary	Average female salary
Diversity indicators		
Executive level (basic salary only)	89,567	59,303
Executive level (basic salary + incentives only)	183,998	102,801
Management level (basic salary only)	30,462	28,335
Management level (basic salary + incentives only)	47,184	42,853
Non-managerial level (basic salary only)	4,639	4,070
Non-managerial level (basic salary + incentives only)	6,015	4,969

Diversity

Proporção de mulheres no quadro de colaboradores

	CCR GROUP 2024 (%)	ROADS 2024 (%)	MOBILITY 2024 (%)	AIRPORTS 2024 (%)	SERVICES/CORPORATE 2024 (%)
Proportion of women in the total workforce (as % of total workforce)	37.0%	48%	23%	39%	48%
Proportion of women in all management positions, including junior, middle and senior management (as % of total management positions)	31.5%	46%	26%	41%	52%
Proportion of women in junior management positions, i.e. first level of management (as a % of the total number of women) junior management positions)	37.0%	24%	32%	29%	34%
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)	41%	40%	25%	29%	44%
Proportion of women in STEM-related positions (as % of total STEM positions)	29.6%	22%	19%	35%	31%

Proportion of races in the workforce	CCR GROUP		ROADS		MOBILITY		AIRPORTS		SERVICES/CORPORATE	
	% total		% total		% total		% total		% total	
Asians	1%		1%		1%		1%		2%	
White	48%		57%		32%		53%		69%	
Indigenous	0%		0%		0%		0%		0%	
Black/brown	47%		37%		61%		42%		27%	
Employees who answered but preferred not to self-declare	1%		0%		1%		1%		1%	
Employees who did not self-declare	4%		4%		5%		2%		0%	

Hiring and performance

Indicators of hiring	CCR GROUP				ROADS				MOBILITY				AIRPORTS				SERVICES/CORPORATE					
	2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024		
Percentage of vacancies filled by internal candidates (internal hires)	7.7%	8.9%	15.1%	12%	4%	1.4%	7.2%	6%	2.6%	22%	22%	48.6%	25.9%	9%	50.9%	1.4%	18.2%	14%	1,4%	18,2%	14%	
Average cost of hiring	–	–	1,360.23	506.29																		

Segregation of new hires	CCR GROUP				ROADS				MOBILITY				AIRPORTS				SERVICES/CORPORATE			
	2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024
Age group																				
<30 years	2,812	2,559	2,406	1,895	1,432	1,440	1,292	1,069	1,152	688	824	529	33	165	118	97	195	266	16	200
Between 30 and 50 years old	3,511	2,947	2,418	1,980	1,482	1,403	1,188	917	1,664	689	904	610	132	497	165	143	233	358	19	310
>50 years	396	356	237	202	234	181	145	114	122	71	74	52	18	70	5	7	22	34	0	29
Gender																				
Female	2,572	2,838	2,385	1,916	1,730	1,675	1,503	1,164	561	578	557	390	65	247	144	120	216	338	15	242
Male	4,147	3,024	2,676	2,161	1,418	1,349	1,122	936	2,377	870	1,245	801	118	485	144	127	234	320	20	297
Race																				
Asians	-	-	-	32	-	-	-	18	-	-	-	11	-	-	-	1	-	-	-	2
White	-	-	-	2,182	-	-	-	1,227	-	-	-	439	-	-	-	134	-	-	-	382
Indigenous	-	-	-	5	-	-	-	3	-	-	-	1	-	-	-	0	-	-	-	1
Black/brown	-	-	-	1,756	-	-	-	787	-	-	-	716	-	-	-	108	-	-	-	145
Undeclared	-	-	-	53	-	-	-	26	-	-	-	17	-	-	-	3	-	-	-	7
No information	-	-	-	49	-	-	-	39	-	-	-	7	-	-	-	1	-	-	-	2

Average stay employees	CCR GROUP				ROADS				MOBILITY				AIRPORTS				SERVICES/CORPORATE			
	2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024
Average years of employment for male employees	4.7	3.6	4.2	5.94	4.5	4.4	4.7	7.3	4.2	3.5	3.9	5.2	5.6	4.8	2.4	4.1	4.3	1.8	5.1	5.4
Average years of employment for female employees	4.2	3.0	3.4	4.95	3.4	3.2	3.4	5.2	4.1	3.1	3.0	4.2	5.4	4.5	14	2.9	4.1	13	4.8	6.3

Information security

Policies and practices	CCR GROUP
Describe whether the company's data policy covers the website, business units (all or part) or subsidiaries and suppliers.	All our websites have privacy policies, cookie policies and terms of use, and we have internal data protection policies for our employees and third parties. For our suppliers we have our code of ethics which covers compliance with the LGPD, as well as the protection of personal data.
Describe whether there is a specific data breach procedure/incident response plan and what measures are applied	Incident and Service Request Management Procedure covering data breach/incident response plan and what measures have been applied.
Describe whether and how often internal and external audits of policies, systems and procedures take place.	The company has regular internal/external audits of its policies, systems and procedures with a minimum frequency set by the Board of Directors. External audits are performed annually in accordance with the publication schedule of the financial statements.
Report whether the privacy system is incorporated into group-wide risk/compliance management	The data privacy system is incorporated into the corporate risk management process managed by the Risks and Internal Controls Department.
Describe what disciplinary actions are envisaged in the event of a violation	Failure to comply with the provisions contained in the company's normative documents will subject Directors and Employees to the appropriate disciplinary actions under the terms of CCR Group's Consequence Management and Non-Retaliation Policy, without prejudice to other appropriate legal measures.
Training	
Describe the scope of the information security training: employees, third parties and/or temporary	The company has a corporate tool for training and awareness. There is exclusive and compulsory Information Security content that covers topics related to Information classification and control, Information assets, Personal data, Access to information and Incident management. This training is assigned to all employees and/or temporary staff. In addition, we use corporate communication channels to disseminate the Information Security culture to all employees, third parties and/or temporary staff, such as Yammer, our world channel, corporate e-mail, bulletin boards and others.
Governance	
Describe who is the designated person or department responsible for privacy issues	The person in charge of processing personal data is the Executive Information Security Manager and CCR Group has a specific department within the Corporate Security and Business Resilience Department to deal with personal data protection issues.
Which company's executive body is responsible for data privacy and security	Vice-presidency Sustainability, Risks and Compliance

Health and safety



LTIR/LTIFR	CCR GROUP				ROADS				MOBILITY				AIRPORTS				SERVICES/ CORPORATE			
	2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024
Lost time incident rate per million employee hours (LTIR)	6.57	4.67	2.35	1.83	8.24	6.14	4.08	2.26	6.47	5.22	1.67	2.25	4.94	2.83	1.07	0.00	0.46	0.00	0.00	0.00
Lost time incident rate per million hours for third parties (LTIR)	-	-	-	7.12	-	-	-	7.48	-	-	-	7.19	-	-	-	4.90	-	-	-	-
Lost time injury frequency rate for employees (LTIFR)	6.57	4.67	2.35	1.83	8.24	6.14	4.08	2.26	6.47	5.22	1.67	2.25	4.94	2.83	1.07	0.00	0.46	0.00	0.00	0.00
Lost time injury frequency rate for third parties (LTIFR)	-	-	1.53	7.12	-	-	0.99	7.48	-	-	0.42	7.19	-	-	0.10	4.90	-	-	-	-

Fatalities	CCR GROUP				ROADS				MOBILITY				AIRPORTS				SERVICES/ CORPORATE			
	2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024
Third Party Fatalities	0	5	3	1		4	3	8	0	1	0	1	0	0	0	0	0	0	0	0
Employee fatalities	1	3	1	1	1	2	1	1	0	1	0	0	0	0	0	0	0	0	0	0
Fatality of external parties (suppliers, etc.)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Are the figures reported subject to external audits? Yes, they are reported when audited. Yes, they are reported when audited. Yes, they are reported when audited. Yes, they are reported when audited. Yes, they are reported when audited.

Units with international ISO certifications

CCR ViaSul: certified ISO 9001:2015; ISO 14001:2015 and ISO 39001:2015;

CCR ViaCosteira: certified to ISO 9001:2015, ISO 14001:2015 and ISO 39001:2015;

CCR AutoBAn: ISO 9001:2015 and ISO 39001:2015 certified; ISO 14001:2015 and ISO 45001:2018 implemented;

CCR ViaOeste: certified to ISO 9001:2015; ISO 14001:2015; ISO 45001:2018 and ISO 39001:2015;

CCR Rodoanel: certified to ISO 9001:2015; ISO 14001:2015; ISO 45001:2018 and ISO 39001:2015;

CCR SPVias: ISO 9001:2015 and ISO 39001:2015 certified; ISO 14001:2015 and ISO 45001:2018 implemented;

CCR MSVia: ISO 14001:2015 certified and complies with the Ecuador protocol;

CCR ViaLagos: ISO 39001:2015 certified
CCR ViaRio: ISO 39001:2015 certified

CCR Renovias: ISO 9001:2015 certified; ISO 39001:2015 implemented;

CCR RioSP: ISO 9001:2015, ISO 14001:2015, ISO 39001:2015 and ISO 55001:2014 certified;

ViaQuatro: ISO 9001:2015 and ISO 14001:2015 certified;

ViaMobilidade Line 5: ISO 9001:2015 and ISO 14001:2015 certified;

ViaMobilidade Lines 8 and 9: ISO 37001:2019 certified;

CCR Metrô Bahia: ISO 9001:2015 certified;

CCR Barcas: ISO 9001:2015 certified.

CCR Group to be renamed and rebranded at the end of April

Following a General Shareholders' Meeting to decide on a change in its corporate name, CCR Group will be rebranded as Motiva as of April 24. This change is part of a broad transformation process that the company has been undergoing since 2023, with a new strategy, organizational design and culture, reflecting the evolution, over 25 years, of the company that was born as a highway concessionaire and became one of the main infrastructure players in Latin America, with operations in highways, airports, trains and subways.

The word Motiva comes from the Latin word “motivus”, which means “that which moves” or “that which causes movement”. In the literal sense, the Motiva brand is linked to the idea of an action or impulse that causes something to move or occur. In its figurative sense, it is associated with the stimulus or inspiration for a movement to take place.

The visual identity has also been completely renewed and modernized. The traditional gray and burgundy red of the CCR Group brand have been replaced by indigo, which lies in the chromatic spectrum between blue and violet. Associated with the concepts of tranquillity and harmony, the color distinguishes the new brand from other companies in the sector. The symbol formed by a circle with two intertwined curved lines, which refers to the course of a highway, has been replaced by a logo made up of three waves that carry within them the ideas of fluidity and movement. The curved shapes are in keeping with Brazil's

modernist aesthetic, present in the sidewalks and buildings of cities and in the work of great Brazilian artists and architects. The lowercase letters aim to bring the brand even closer to its audience.

As a result of this change, the company will now house all its companies under a single brand. Following a predefined timetable, the rebranding process will take a total of two years. The change will begin at the end of April with the company's main offices. Also in May, the company will get a new ticker on B3. In the following months, the rebranding will be progressively extended to the dealerships until the end of 2026.

Over the last two years, CCR Group has been undergoing a broad process of evolution, with a review of its corporate culture, its organizational structure and its business strategy. This organizational transformation project was organized in the “Value Acceleration Plan (PAV)”, an initiative made up of 26 work fronts aimed at laying the foundations for the company's future growth.

For Miguel Setas, CEO of CCR Group, Motiva is, above all, a commitment to the company's customers, people and shareholders. “It's a brand that respects its history, but projects itself into the future, representing a company that wants to be more humanized, closer to the customer, technological and sustainable,” he says.



CREDITS

General Coordination

CCR Group's Sustainability Board.

Graphic design

CCR Group's Brand and Communication Department.

Indicator consulting, writing and revision

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Layout

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Photos

CCR Collection

