Sustainability

Strategy
The focus of 2010, CCR defined its priorities to promote sustainable development

Sustainability
Reduction of accidents, emissions of CO2 and solid waste are the three priorities of the company

Society
Estrada para a Cidadania program has already trained over 1.2 million children on traffic education and environmental awareness

Users
CCR invested R$ 951.2 million in maintenance and improvement of highways under concession in 2010
Contact

Corporative Informations
Grupo CCR
Avenida Chedid Jafet, 22, Bloco B, 5º andar
04551-065 – São Paulo – SP
Tel.: 55 11 3048-5900
Fax.: 55 11 3048-5903
www.grupoccr.com.br

Investor Relations
www.grupoccr.com.br/ri
About the Report

For the fifth consecutive year, the CCR Group is presenting its performance results based on the directives of the Global Reporting Initiative (GRI). The Sustainability Report includes economic, social and environmental information, in addition to complying with the requisites for GRI application level B.

The scope of the quantitative indicator survey covers the period from January 1, 2010 to December 31, 2010, while the qualitative information also includes 2011 information as a means of putting things into context and offering a more extensive analysis of the company’s objectives and actions.

The same indicator base reported on last year was taken into account when defining the information, in addition to an externality survey process carried out by expert consultants, so as to indicate to the company’s management the priorities in terms of sustainability (further reading in Sustainability).

The information covers the following units of the CCR Group: CCR Nova Dutra, CCR Ponte, CCR AutoBAn, CCR RodoNorte, CCR ViaLagos, CCR RodoAnel, CCR ViaLagos, CCR ViaOeste, CCR Renovias, ViaQuatro, Controlar and STP. CCR SPVias was added to the company’s portfolio in 2010.

Adopting the GRI model strengthens the Group’s commitment to good governance practices and transparency when accounting for its activities to directly and indirectly related stakeholders. The measure also assists in analyzing the performance of its principal operations based on internationally accepted criteria.
Sustainability

General coordination
Grupo CCR – Comunicação e Marketing
Francisco Bulhões
Marina Mattaraia

GRI Consulting, writing and editing
Report Comunicação

Design
Report Comunicação

Review
Kátia Shimabukuro

Photos
Banco de imagens CCR

GRI 3.4; 3.5; 3.6; 3.7; 3.8; 3.9; 3.10; 3.11; 3.13
### GRI Indicators

Consult the table below to locate the financial, environmental and social performance indicators of the CCR Group, according to the G3 model of the Global Reporting Initiative (GRI).

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### Performance Indicators

#### Economic Performance Indicators

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<td>EC3</td>
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#### Environmental Performance Indicators

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<td>EN11</td>
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<tr>
<td>EN12</td>
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<td>Biodiversity management</td>
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<td>Indicator</td>
<td>Description</td>
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<td>EN17</td>
<td>Total relevant indirect greenhouse gas emissions, by weight.</td>
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<td>Environmental performance - Ecological performance</td>
</tr>
</tbody>
</table>

**Social performance – Labor practices and decent work**

**Performance Indicators**

**Employment**

- **LA1** Total work force per type of employment, work contract and region.
- **LA3** Benefits offered to full-time employees and which are not offered to part-time employees, with a breakdown of the principal operations.

**Labor/management relations**

- **LA4** Percentage of employees covered by collective bargaining agreements
  
  The collective bargaining agreements cover the entire staff CCR Group workforce.

- **LA5** Minimum notice period regarding operational changes
  
  The scope of the collective bargaining agreements establishes no prior notice period for informing employees about any operational changes. But, when necessary, they are notified at least three weeks in advance.

**Occupational health and safety**

- **LA8** Risk prevention and control education programs.

**Training and education**

- **LA11** Competencies and continuous learning management programs.
- **LA12** Percentage of employees receiving performance analyses.

**Social: Human rights**

**Performance Indicators**

**Management and investment practice**

- **HR1** Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns

  The CCR Group does not include human rights clauses in its product and services agreements entered into with its suppliers

**Non-discrimination**

- **HR4** Total number of incidents of discrimination and corrective actions taken.

  There are no records of incidents of discrimination.

**Freedom of association and collective bargaining**

- **HR5** Operations in which the right to exercise freedom of association and collective bargaining may be at considerable risk and the measures taken.

  CCR employees are totally at liberty to take part in collective negotiations, and there is no risk that threatens freedom of association and collective bargaining.

**Child labor**

- **HR6** Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to its effective abolition.

  The CCR Group contracts contain termination clauses in the event the use of child labor is proven. The measure is in line with the precepts of its own Code of Ethics and its Social Responsibility Policy.

**Forced and compulsory labor**

- **HR7** Operations identified as having significant risk for incidents of forced and compulsory labor, and measures taken to contribute to their effective abolition.

In the same vein, the CCR Group inserts termination clauses in its agreements to cover the existence of such cases.

**Society**

**Performance Indicators**

**Local community**

- **SO1** Nature, scope and efficacy of any programs and practices for assessing and managing the impacts of the operations on the communities, including arrival, operations and departure.
Corruption

SO2 Percentage and total number of business units analyzed for corruption-related risks.

CCR’s business units are not systematically analyzed for corruption-related risks.

SO3 Percentage of employees trained in the organization’s anti-corruption policies and procedures.

The Code of Ethics provides the guidelines for employee conduct regarding anti-corruption policies and procedures. However, CCR does not provide specific training focused on anti-corruption policies and procedures.

SO4 Actions taken in response to incidents of corruption

In 2009, no employee of the CCR Group was dismissed or punished on account of acts of corruption. Also, the company is not party to any lawsuits concerning this type of incident, nor did it breach or cancel contracts on account of violations caused by such behavior.

Public policy

SO5 Public policy positions and participation in public policy development and lobbying.

One of the Group’s principles is to cooperate with government and local authorities in its capacity as a provider of public services, supporting public policies that foster economic development and social well-being. However, it does not have a specific and structured policy regarding its participation in the development of public policies or lobbying.

Product responsibility

Performance Indicators

<table>
<thead>
<tr>
<th>Description</th>
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<tbody>
<tr>
<td>Practices related to customer satisfaction, including results of surveys.</td>
<td>Users – Society</td>
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Subsequent Events:

Bearing in mind that this report was issued on June 29, based on the 2010 business year, we wish to draw attention to the change in the composition of our executive board, which now comprises 8 members, as of April 29, 2011, following the departure of Márcio José Batista, who left the CCR Group for personal reasons.

The attributions of the Executive Vice President and Corporate Management function became the responsibility of the office of CCR’s Chief Executive Officer.
Profile

With a portfolio consisting of companies in the highway concessions, electronic payment methods, vehicular inspection services and passenger rail transport, the CCR Group is one of Latin America’s largest private infrastructure conglomerates.

Its nine highway concessionaires are responsible for 2,437 kilometers of highways in the States of São Paulo, Rio de Janeiro and Paraná. The most recent of these is Rodovias Integradas do Oeste S.A., (CCR SPVias), which administers over 500 km of roads in upstate São Paulo, whose acquisition was concluded in October 2010 (further reading in Results for the Year and Group Companies).

CCR also offers electronic payment services at toll gates and airport and shopping mall parking lots using the “Sem Parar / Via Fácil” systems operated by STP, a company in which it holds a 38.25% interest. Since 2009 it has also been responsible for vehicle inspection in the city of São Paulo through Controlar, a company in which it holds 45% of the equity.

The company also invests in urban transport as the concessionaire of Linha 4 do Metrô de São Paulo S.A. (ViaQuatro), which operates Yellow Line 4 of the São Paulo subway under Brazil’s first public-private partnership with the São Paulo State government. In 2010, the first two stations of the new line commenced operations. When it is fully operational in 2014, the new route of the São Paulo subway with 12.8 km and 11 stations will transport 1 million people daily.

The inclusion of new activities and a stronger position in the Brazilian market have always figured as the core objectives in managing CCR, which will celebrate its 12th birthday in 2011.

(*) Includes shares held by Andrade Gutierrez Concessões S.A., AGC Participações Ltda., Construtora Andrade Gutierrez S.A. and Agulha Participações e Empreendimentos Ltda., companies belonging to the Andrade Gutierrez Group.
Headquartered in São Paulo, CCR was created by unifying the shares held by the Andrade Gutierrez, Camargo Corrêa and Odebrecht groups (the original shareholders of CCR). The company went public in 2000 and launched its first initial public offering in 2002, becoming the first company to join the Novo Mercado (New Market) segment of the São Paulo Stock, Commodities and Futures Exchange (BM&FBovespa), and is part of the most important indexes in the Brazilian equities market: the IBrX-50 (which lists the 50 most liquid stocks on the exchange), and the index of shares with Tag-Along, the Corporate Governance Index (IGC) and the Ibovespa. CCR also joined the Carbon Efficient Index (ICO2) created in 2010 with the aim of listing those companies that adopt transparent practices in regard to their greenhouse gas emissions (GEE).

In 2010, the CCR Group had a net income of R$ 3.775 billion – 22% up on the previous year. With over 9.600 employees, the company is present in the southern and southeastern regions of Brazil. For 2011, CCR is focusing on seeking new contracts and bids in line with the growth of the industry in Brazil and abroad, and on its expansion in the Brazilian market in both the highway concessions and passenger transportation and services sectors.
Six years ago the CCR Group began an expansion plan that envisaged doubling its size and diversifying its portfolio so as to ensure the perpetuity of the business. Today, CCR is one of Latin America's largest infrastructure companies. It administers more than 2,400 kilometers of highways in the States of Rio de Janeiro, São Paulo and in Paraná, and is a shareholder of Controlar, the company responsible for vehicle inspection involving the fleet of vehicles in the city of São Paulo, in addition to operating Brazil's first public-private partnership – Yellow Line 4 of the São Paulo subway. Its portfolio also includes operating electronic payment systems.

This progress led to a new management cycle within the company in 2010. With approximately 9,600 employees, our commitment is to develop our business to the full, generating value for society and for the group, in addition to taking advantage of the positive period of growth in Brazil and the enormous requirement for investment in transport infrastructure.

Strengthening our policies on sustainable development is part of this commitment. Although it has always figured in our planning, our attention to good economic, social and environmental responsibility practices was expanded in 2010. On the initiative of the Group's senior management, we reflected on our positive and negative influences on society, in addition to defining our priorities in sustainability in a process involving different departments of the company.

Our aim is to be alert to the demands of a new world in transformation which at the same time increases the responsibility of companies while presenting new opportunities.

That is why we have hired specialist consultants to identify the main themes underlying our business, and in 2011 we expect to extend our actions in five of them: reduction of traffic accidents, congestion and greenhouse gas emissions, solid waste management and water and energy consumption. This work is also raising awareness within our entire management team in regard to sustainability, and our challenge for 2011 is to make this a transverse theme within the company, involving all our business units.

At the same time as we progressed in sustainability matters, we moved forward in our expansion in 2010 by acquiring the concessionaire SPVias last October, adding 500 kilometers to the highway network under concession of CCR, linking them and establishing the base of the business units in the southeastern region – Brazil's principle economic power house. Line 4 of the São Paulo subway has begun to benefit thousands of people in the mobility segment, with the opening of the Paulista, Faria Lima, Butantã and Pinheiros stations since 2010.

At the same time, our core business, highway concessions, saw significant traffic growth, up by 24% over 2009, which boosted the growth of our net income by 22%.

This progress brought in its wake recognition by users and specialists: CCR AutoBAn, responsible for the Anhanguera-Bandeirantes system and the Castello Branco freeway of CCR Via Oeste were acknowledged, respectively, by NTC & Logistica (the National Association of Cargo Transport and Logistics) and by the National Transport Confederation (CNT) as the best in the sector. This is the fifth time that CCR AutoBAn is recognized as the best concessionaire operating in Brazil.

One of our most important social responsibility initiatives was also recognized. The "Estrada para a Cidadania" (Highway to Citizenship) program was rated the best in the
global traffic education sector by the International Bridge, Tunnel and Turnpike Association (IBTTA). In nine years, we have trained 1.2 million students and 49,000 teachers to foster a culture of peace on Brazil's streets and roads.

Lastly, in regard to our governance structures and relations with the market – it is worth recalling that we were the first publicly traded company to join the Novo Mercado (New Market) segment of the São Paulo Stock Exchange (Bovespa) as far back as 2002 – our investor relations team was chosen the best in the transportation, industrial and aviation sectors in 2010 by Institutional Investor magazine.

These results indicate that the year was one of fulfilling and even exceeding our objectives in regard to improving our image and the company's growth in the concessions sector.

Nevertheless, we know we have many challenges ahead: consolidation and alignment of our sustainability efforts, so that the theme achieves maturity within the business units, is the mission we have to fulfill in the years to come.

Rational growth is another objective: after doubling in size in five years, we want to put down roots and invest in the new businesses already initiated.

We are also facing the difficulties common to other infrastructure companies, such as the shortage of trained manpower and the need to retain talent, matters that are at the core of our strategic planning. Add to this our responsibility for constantly improving our highways and services in a way that addresses the growth of the population and the ever-increasing demands for mobility – a critical sector in Brazil, especially on the eve of two huge sporting events like the World Cup and the Olympic Games.

As one can see, there was no shortage of challenges and opportunities in 2010, and they will certainly cross our path throughout 2011. We are convinced that CCR will be ready to overcome them yet again and continue clearing the path to growth while contributing to Brazil's socioeconomic development.

I hope you enjoy reading this!

Renato Alves Vale
Profile

The CCR Group
Message from the President
Timeline
Group companies
Mission and Values
Awards

Timeline

1998
- Created in September 1998 by uniting the concessionaires held by its original shareholders, Companhia de Concessões Rodoviárias – today, CCR S/A – commences its operations.

2000
- CCR lists as a publicly traded company and joins the São Paulo Stock Exchange.

2001
- The experienced Portuguese highway concessions group Brisa joins the majority interest group.

2002
- The group makes its first public share offering, the first company in the Novo Mercado segment, and adopts the Shared Management Model by creating Shared Administration and Engineering Services Centers.

2003
- CCR begins diversifying its portfolio by acquiring shares in STP (Serviço de Tecnologia de Pagamento), which operates electronic payment services at toll gates and parking lots.

2004
- The company makes its second public share offering, raising its capital by R$ 334 million and concludes the acquisition of the concessionaire CCR ViaOeste, responsible for 168.6 km of the Castello Branco (SP-280), Raposo Tavares (SP-270), Senador José Ermírio de Moraes (SP-075) and Dr. Celso Charuri (SP-091) highways.

2005
- CCR increases its interest in CCR RodoNorte, responsible for the highways of Paraná, by taking approximately 86% of its equity.

2006
- Concessionária da Linha 4 da Metrô de São Paulo (ViaQuatro), in which the CCR Group has a 58% equity interest, executed Brazil’s first public-private partnership (PPP) with the State Government of São Paulo. The responsibility is to operate Yellow Line 4 of the São Paulo subway until 2038, whose first two stations - Paulista and Faria Lima - opened to the public in 2010.

2007
- CCR opens offices in Mexico and the United States. Through Brisa, it signs a concession contract with Northwest Parkway, LLC, in Denver (USA).
There were two important acquisitions during the year: purchase of a 40% equity interest in Renovias through the subsidiary Companhia de Participações em Concessões (CPC), which administers the highways linking Campinas (SP) to the south of the State of Minas Gerais, and signature by CCR RodoAnel of the concession contract for the western stretch of the Mário Covas Ring Road in São Paulo.

The company makes its third public share offering, raising its capital stock to R$ 2 billion, and sells its interest in Northwest Parkway, LLC to Brisa – Autoestradas de Portugal S.A. Investing in the search for new business, CCR acquires a 45% stake (50% of shareholding control) in Controlar, the concessionaire responsible for the vehicle environmental inspection program in the city of São Paulo.

The CCR Group undergoes a corporate reorganization by the incorporation of the subsidiary Actua by the CCR holding company and the creation of the Actua Division; and the subsidiary Engelog by another subsidiary, CPC, with the creation of the Engelog and Engelogtec. The Brisa group sells its shares and ceases to be a member of the majority interest group. Thus the offer of shares rises to more than 49%. The company concluded the acquisition of SPVias. Operations of Yellow Line 4 commence.
CCR
The business purpose of the CCR Group holding company is: (i) the exploration in Brazil and/or abroad, directly or indirectly and/or through consortiums of the business of public works and services concessions, specifically providing operating services for highways, urban roads, bridges, tunnels and subway infrastructures; (ii) providing consultancy services, technical assistance and company management directly related to the businesses indicated in section (i) above; (iii) involvement in activities linked to or involving the business purpose, directly or indirectly, including exports and imports; and (iv) equity interests in other companies as unit holders or shareholders. In 2010, under the Group’s corporate reorganization process whose purpose was to simplify and optimize assets, it incorporated its subsidiary, Actua Serviços Compartilhados Ltda, creating the Actua Division for providing administrative management services to all companies belonging to the CCR Group.

CCRNovaDutra
Administers the longest highway under concession by CCR, the Via Dutra (BR-116), whose 402.2 km connect Rio de Janeiro to São Paulo.

CCR Group interest: 100%
Concession term: Until February 2021

CCR AutoBAn
Acknowledged five times by the NTC & Logística (National Association of Cargo Transportation and Logistics) as the best concessionaire in Brazil, it operates the Anhanguera-Bandeirantes system (the SP-330 and SP-348 highways) linking São Paulo to the city of Limeira. The 316.8 km of the highways are the group’s busiest.

CCR Group interest: 100%
Concession term: Until December 2026

CCR ViaLagos
The company has the concession of 56 km of the RJ-124 and RJ-106 highways linking the municipalities of Rio Bonito, São Pedro da Aldeia and Araruama, in the State of Rio de Janeiro.

CCR Group interest: 100%
Concession term: Until December 2021

CCR Ponte
The company is responsible for operating and maintaining the Presidente Costa e Silva Bridge (Rio-Niterói Bridge) which is 23.3 km long.

CCR Group interest: 100%
Concession term: Until May 2015

CCR RodoNorte
This company’s operations are concentrated in the northern region of the State of Paraná. It has under administration the BR-376 highway connecting Apucarana and São Luís do Purunã, the BR-277, between São Luís do Purunã and Curitiba, the PR-151, from Jaguariaíva to Ponta Grossa, and the BR-373 linking Ponta Grossa to the Caetano Intersection, totaling 487.5 km of highways, in addition to more than 80.28 km distributed throughout the road network.
CCR Group interest: 85.92%
Concession term: Until November 2021

CCR ViaOeste
Operates 168.6 km of the Castello Branco (SP-280), Raposo Tavares (SP-075), Senador José Ermirio de Moraes (SP-075) and Dr. Celso Charuri (SP-091) highways between the capital São Paulo and the west of the State.
CCR Group interest: 100%
Concession term: Until January 2023

CCR RodoAnel
The company's operations are concentrated on the western stretch of the Mário Covas Ring Road, a roadway complex that organizes access flow and vehicle traffic in São Paulo. The stretch under concession measures 32 km and connects five highways that provide access to the city – among them the Raposo Tavares, Castello Branco, Anhanguera and Bandeirantes administered by CCR.
CCR Group interest: 95%
Concession term: Until June 2038

CCR SPViias
Acquired by CCR in October 2010, the company administers stretches of São Paulo's SP-280, SP-255, SP-127, SP-258 and SP-270 highways, 516 km in length.
Participação do grupo CCR (por meio da CPC): 100%
Concession term: Until setembro 2027

Renovias
The company administers the 345.6 km of the SP-215, SP-340, SP-342, SP-344 and SP-350 highways linking Campinas (SP) to the south of the State of Minas Gerais.
Participação do grupo CCR (por meio da CPC): 40%
Concession term: Until June 2022

Controlar
The concessionaire set up and has carried out the vehicle inspection program in the city of São Paulo since 2009. In 2010 alone, the year following CCR's acquisition of the shares, 3.2 million vehicles were inspected.
Participação do grupo CCR (por meio da CPC): 45%
Concession term: Until April 2018

ViaQuatro
The concessionaire, jointly controlled by the CCR Group and BRT, RATP and Montgomery, is Brazil’s first public-private partnership and operates Yellow Line 4 of the São Paulo subway. When concluded, the line will extend for 12.8 km, with 11 stations operating from 4.40 am until midnight.
CCR Group interest: 58%
Concession term: Until April 2038

STP
The operations base of STP (Serviços e Tecnologia de Pagamentos) lies in the Sem Parar and Via Fácil electronic systems to be found in shopping malls, airports and automatic toll collection.
CCR Group interest: 38,25%

CPC
The business purpose of Companhia de Participações em Concessões (CPC) is to evaluate new business opportunities in bidding processes, in addition to directly administering any new businesses. Since 2008 it has held a 40% interest in Renovias, and since 2009, a 45% interest in Controlar (50% controlling interest). In October 2010 it took full control of SPViias by acquiring 100% of that company’s equity. In 2010 it incorporated Engelog, whose business purpose was to provide technical engineering and works management services, in addition to information technology services to the other majority interests in CCR. Following the incorporation, the areas were restructured, creating, respectively, the Engelod and the Engelotec Divisions, both with independent management and focused on results in their fields of operation. The purpose of the incorporation was to improve management of the CCR Group's assets, besides offering a differential competitive advantage in the process of analyzing and evaluating new business. That same year CPC acquired 100% of the equity of SPViias.
CCR Group interest: 100%

Actua Assessoria, Parques e Inovap 5
The purpose of these companies is to provide services to the subsidiaries of CCR, according to their respective business purposes. Actua Assessoria also has a minority interest in several companies belonging to the CCR Group, such as Ponte, ViaLagos, CPC, SAMM and CPCSP.
CCR Group interest: 100%

CCR México
Its main purpose is to prospect on Mexican territory the highway concessions and underground train (subway) infrastructure markets. This subsidiary currently has no concession contracts.
CCR Group interest: 100%
CCR United States
A company whose major objective is to prospect concession business in the United States. This subsidiary currently has no concession contracts.
CCR Group interest: 100%

SAMM
A company whose business purpose is to explore and provide telecommunication services for its own account or that of third parties, whether through concessions, permissions or authorizations, as well as related activities and equity interests in other companies.
CCR Group interest: 100%

CPCSP
A company whose business purpose is to take equity interests in other companies.
CCR Group interest: 100%
Profile

The CCR Group
Message from the President
Time Line
Group companies
Mission and Values
Awards

Mission and Values

Definition of CCR's business
To find viable solutions in infrastructure services and investments, thereby contributing to the socioeconomic development of the regions where it operates.

The objectives of the CCR Group
In order to increase the value of the company’s business in an ethical and responsible manner, the professionals of the CCR Group direct their efforts to achieve targets and comply with the directives established by the shareholders because they believe in:

> The importance of partnerships between the private sector (businessmen, investors and financiers) and the state in developing Brazil’s infrastructure sector;

> Leading-edge corporate activity based on daring to be proactive, the certainty of predictability, simplicity, reliable information and a serious approach to negotiations;

> The legitimate search for economic and financial results;

> Providing quality public service intended to meet the needs of the population as a fundamental for perpetuating the business;

> Social responsibility and the preservation of life and the environment;

> Mankind’s ability to create, achieve and transform, working as a team with a business mentality that leads the organization to overcome challenges and exceed limits;

> Participative management and results-based compensation founded on evaluating individual contributions, so that people’s commitment and the adding of value to the business become a reality.

Our values

> Selflessness – the path to growth for people and the company;

> Integrity – the foundation for personal and professional relations;

> Daring – pro-activeness, creativity and persistence in the search for challenges and to overcome limits;

> Respect – for others, for life and for nature;

> Autonomy – freedom of action with responsibility;
The recognition of the CCR Group companies led to important awards during the year, especially in the road transport segment. The ranking of the "Quatro Rodas" magazine 2011 Highway Guidebook published by Editora Abril, a benchmark in the sector, indicated the Bandeirantes Highway as the best in Brazil for the fifth consecutive year. Also for the fifth time (2002, 2004, 2008, 2009 and 2010), AutoBAn was elected Brazil's best concessionaire by the NTC & Logística (National Association of Cargo Transport and Logistics).

The "Quatro Rodas" list also shows the Castello Branco Highway in fourth place, the Adhemar de Barros Highway in fifth and the Anhanguera in sixth place. Regional awards include the BR-277, BR-376 and PR-151 highways, all in the State of Paraná, among the five best in the south of Brazil.

The Castello Branco was also elected the best highway in Brazil by the National Transportation Confederation (CNT). This evaluation included the entire federal paved highway network (state or under concession) and took into account factors like signage, asphalt and conservation. The Bandeirantes and Anhanguera highways also figure on the list of Brazil's best road connections.

But it was not just the companies' operations that won awards for their performance. The CCR Group’s Investor Relations team was elected the best in the transportation, industrial and aviation sectors by Institutional Investor magazine. Published by Euromoney Institutional Investor, the magazine has a history going back more than five decades and circulates in several countries of the Americas, Europe and Asia, with a circulation of over 130,000 copies.

In the field of corporate responsibility, CCR was also placed in the IBTTA Awards 2010 for its "Estrada para a Cidadania" (Highway to Citizenship) project. The competition organized by the International Bridge, Tunnel and Turnpike Association (IBTTA) took into account the longevity and quality of the project, which since 2002 has provided traffic education through training, workshops and the distribution of pedagogical material in local schools of the municipalities within the sphere of influence of the concessionaires. In nine years the program has attended to 1.2 million students and 49,000 teachers (read more in Society). In 2011, the Group once again won the IBTTA award, this time in the Administration category, for its Leadership Development Program, or PDL, intended to prepare group employees to analyze and manage the business units (read more in People).
Institutional Investor magazine

**Best social project**

"Estrada para a Cidadania" (Highway to Citizenship)

IBTTA (International Bridge, Tunnel and Turnpike Association 2010 Awards)

(-) Close
CCR’s attitude to corporate governance is that more than just growing, it is important for the company to remain in tune with new market configurations while respecting its own mission, values and diversity of opinions.

Staying in tune with the new demands and requirements of the corporate sector has always been a concern for the senior management of the company, which besides being present on the Bovespa’s Novo Mercado since its creation in 2002, was the first company in Brazil to institute a governance committee whose function is to monitor and evaluate how the members of its Board of Directors behave.

The year 2010 was both a challenge and a shot in the arm, with the inclusion of important matters on the agenda of CCR. Socioenvironmental responsibility in particular gained in strength and led to the restructuring of the Strategy Committee, which then became known as the Strategy and Sustainability Committee, incorporating into its functions the analysis of targets and risks in managing natural resources and reducing the impact of its activities on society. Comprised of board members representing the block of the controlling interest, the committee is likely to begin meeting before the end of 2011. The proposal is in line with CCR’s intention of enhancing the subject’s value within its strategic planning (read more in Sustainability).

Another relevant point in this sense was the inclusion of socioenvironmental aspects among the performance criteria affecting management’s compensation (read more in Senior management compensation). In addition to adding value to the good practices, this measure encourages management to play a larger role in the strategic planning of the group companies.

Through the progress made in good socioenvironmental responsibility and governance practices, the CCR Group is also seeking to return to the group of companies that comprise the Corporate Sustainability Index (ISE) portfolio in which it figured between 2005 and 2007. Participating in a special share index is a way of ensuring the soundness of the group's practices in the environmental, economic and social spheres.
Governance

Transparency
Governance structure
Senior management's compensation
Assessment of the senior management's performance
Evaluation of the Board
Conflict of interests

CCR’s management principle is transparency. All controlling shareholders have a balanced participation on the board of directors, where measures are approved collectively. In compliance with the requirements of the Novo Mercado segment, the Bovespa is regularly notified of each new contract with related parties.

CCR’s governance model comprises the board of directors, the executive board and six management committees that play a technical and consultative role. The roles of each one, defined in the company’s Governance Manual, are complementary and assume that decisions are taken collectively, balancing proposals, analyses and approvals of the subjects matter under discussion.

Composed of 11 members, two of whom are independent members within the terms envisaged in the Listing Regulations of Novo Mercado the board of directors may have up to 15 members, in accordance with the company’s bylaws, who are elected by shareholders at general meetings. Each majority interest group is entitled to indicate three full members and their respective substitutes, in accordance with the shareholders’ agreement. Term of office runs for one year, with reelection possible. It is incumbent on them to analyze the strategic planning, the management and the results, in addition to approving the investment plans for the group’s businesses. Their competencies also include the approval of big-ticket contracts and, should they deem it necessary, request external evaluations and audits of the contract processes being proposed.

Full Members of the Board of Directors*

<table>
<thead>
<tr>
<th>NAME</th>
<th>POSITION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Francisco Caprino Neto</td>
<td>Chairman</td>
</tr>
<tr>
<td>Ana Maria Marcondes Penido Sant’anna</td>
<td>Deputy Chairman</td>
</tr>
<tr>
<td>Ana Dolores Moura Carneiro de Novaes</td>
<td>Independent Director</td>
</tr>
<tr>
<td>Eduardo Borges de Andrade</td>
<td>Director</td>
</tr>
<tr>
<td>Gilberto Audelino Correa</td>
<td>Independent Director</td>
</tr>
<tr>
<td>Gustavo Pelliciari de Andrade</td>
<td>Director</td>
</tr>
<tr>
<td>Henrique Sutton de Sousa Neves</td>
<td>Director</td>
</tr>
<tr>
<td>Marcelo Pires Oliveira Dias</td>
<td>Director</td>
</tr>
<tr>
<td>Paulo Roberto Reckziegel Guedes</td>
<td>Director</td>
</tr>
<tr>
<td>Ricardo Coutinho de Sena</td>
<td>Director</td>
</tr>
</tbody>
</table>

* Atualmente, um cargo de membro do Conselho de Administração permanece vago.

For more information about the members of the Board of directors, click here.

The Executive Board is composed of nine executive officers and represents the company’s management – its main responsibility is to carry out the strategies drawn up for the company. Members are elected every two years, with reelection possible. The Executive Vice President is directly in charge of the Legal, Control and Planning, Corporate Development, Finance and Investor Relations departments. Other executive vice presidents are in charge of the New Business and Business Management segments, dealing more closely with the units of CCR.

Members of the Executive Board

<table>
<thead>
<tr>
<th>NAME</th>
<th>POSITION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renato Alves Vale</td>
<td>CEO</td>
</tr>
<tr>
<td>Márcio José Batista</td>
<td>Executive Vice President</td>
</tr>
<tr>
<td>Italo Roppa</td>
<td>Vice President, Management</td>
</tr>
<tr>
<td>José Braz Cioffi</td>
<td>Vice President</td>
</tr>
<tr>
<td>Antonio Linhares da Cunha</td>
<td>Corporate Development Officer</td>
</tr>
<tr>
<td>Arthur Piotto Filho</td>
<td>Finance and Investor Relations Officer</td>
</tr>
<tr>
<td>Leonardo Couto Vianna</td>
<td>New Business Officer</td>
</tr>
</tbody>
</table>
For more about the members of the Executive Board, click here further reading in Subsequent Events.

The attributions of the Management Committees, organized into the Audit, Strategy and Sustainability, Finance, Governance, New Business and Human Resources areas, include evaluating the proposals by the executive board requiring approval by the board of directors. The teams comprise a representative of each controlling shareholder and members of the board, and may also have an independent executive, with the exception of several committees like the Strategy and Sustainability Committee. These groups have an essentially consultative nature. The Fiscal Council comprises three full members and respective substitutes – elected by shareholders at a general meeting.

Read more about the performance of the Management Committees, click here.

Organizational chart
Governance

Senior management’s compensation

The main purpose of CCR’s senior management compensation policy is to attract, retain and integrate the best professionals in the market – but without jeopardizing or creating discrepancies between the company’s performance and the salaries paid to members of the company’s management team. In 2010, the huge differential was planning, whereby beginning the following year, socioenvironmental matters are to be included in the criteria for defining the variable compensation paid to management.

Each company management group has a compensation structure. In the case of board members, whose function is one of supervision and guidance, it is 100% fixed and aligned with the market average, while annual adjustments depend on the index defined on the base date. The compensation of the Fiscal Council is also fixed, but cannot be less that 10% of that attributed to the executive officer of the group.

Since it deals with achieving results that reflect the company’s strategic planning and ensure its future, the compensation of the executive board of CCR is structured into four categories, so as to share rewards with each director and repay them for exceeding targets. These are: fixed, variable, indirect and situational. The first is represented by the base salary, which is set in line with market values and the professional’s position and representativeness.

In 2010, socioenvironmental matters are to be included in the criteria for defining the variable compensation paid to management.

Variable compensation comprises the profit sharing plans (PPR), mechanisms for sharing the wealth created by fulfilling or exceeding targets. Indirect and situation compensation, in turn, are social benefits (medical and dental assistance, life insurance, meals, vehicles, etc) and occasional allowances for housing and re-equipping (for beneficiaries who have transferred their families or residence to another location as a company requirement).

A further benefit, although one that does not qualify as compensation, is the Long-Term Incentive Plan, or ILP, a value-creation policy that enables some CCR Group executives to acquire rights with the company, based on share price appreciation, cash generation and dividends distributed.
Governance

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Audit Committee
Assists the board of directors to define the standards of quality of the financial reports and internal controls, in addition to assessing the risks involved in the accounting principles, adapting these and proposing alterations if necessary. It is also responsible for monitoring the problems identified.

Strategy Committee
Assesses the general objectives and directives of the CCR Group by analyzing and issuing opinions about the Strategic Objective, the General Objectives and the Directives and the Business Plan, all of which suggested by the Chief Executive Officer. Under reformulation, the committee will change its title to Strategy and Sustainability during 2011. This will mean it will also have responsibility for identifying critical themes and good socioenvironmental practices at the company and at companies in the sector.

Finance Committee
Examines the company’s financial policy, analyzing its structure and recommending corrective actions. It also monitors and keeps the board of directors informed of fundamental financial matters, such as loans and refinancing of long-term debts, risk analysis, dividend policy, the issuing of shares and debt securities and investments.

Governance Committee
The CCR Group was an early mover in creating a governance committee. Its function is to supervise the format and the process for setting up the board of directors and recommend candidates. It also puts forward the manner in which the board is to function – meeting schedules, agenda, information flows and other communications to shareholders, executives and other external stakeholders. It also periodically evaluates the board, the committees, the chairman and the secretary of the board, in addition to reviewing the responsibilities and structure of the committees.

New Business Committee
At the behest of the board, it evaluates the development of studies for potential equity stakes in new businesses, identifying possible risks and the approaches to be taken during the negotiations.

Human Resources Committee
Opines and proposes amendments to the compensation policy of CCR and its subsidiaries, the profit sharing programs (PPR), the processes for appointing the officers of CCR and the methodology for evaluating the executive officers of CCR, among others.
Sustainability

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Evaluation of the Board

Two features define the method by which the senior managers of the CCR Group are evaluated: transparency and transversality. Based on a periodic performance analysis system, the board of directors and the executive board evaluate the fulfillment of targets and duties, challenges and the possibilities for improvement in years to come.

Conducted by specialist consultants, the process includes evaluation among peers and a self-evaluation, both of which are intended for the company's senior management bodies. The board of directors, for example, is evaluated by both its own members and by the chairman by means of a questionnaire. The evaluation criteria cover topics such as the flow of information within the board, the conduct and focus of meetings, the speed of response and quality of the decisions, the board’s level of responsibility, the functioning of the committees, internal group harmony and the personal conduct of its members.

Likewise, the chairman is subjected to an evaluation via a questionnaire to which the board of directors and he himself respond. Various aspects of his work are analyzed, such as his strategic vision and planning, his leadership capability, the company’s results, external relations, relations with the board itself and the development of key executives and of new opportunities.

The secretary of the board of directors is also evaluated by the directors and the chairman. Held every two years, its results are used in Governance Committee meetings at which changes can be proposed to the structure of the groups in line with the needs identified.
Discussions surrounding the creation of consensus and solutions for conflicts of interests have always figured within the senior management of CCR, which has developed mechanisms for avoiding decisions that do not take into account the plurality of perspectives regarding the group's business. The differentials in this process are the possibility of having independent audits to evaluate projects within the scope of the board of directors, and a policy on decision making and evaluations that respects the hierarchical positions of directors and managers.

In the event of conflict of interests, the company's shareholders' agreement establishes that the controlling interests involved abstain from voting at prior meetings, as well as the members indicated by them to make up the company's board of directors.

Another important element is the balanced participation of the controlling interests; a minimum quorum of 51% of them is required for approving certain subject matters during the meetings that precede the general meetings. This means that all matters of relevance to the company are necessarily subject to collective analysis. Minority shareholders have the opportunity to notify demands and recommendations to senior management using CCR's investor relations channel.

There are also publications like the Code of Conduct and Code of Ethics that define the visions and values comprising the group's development strategy. The objective of the former, which is intended for controlling shareholders, management, members of the fiscal council and of other bodies with technical or consultative functions and employees or executives with access to relevant information, is to ensure standards of transparency in the company's internal policy for trading CCR securities and in the use of relevant information. In the case of the Code of Ethics, which is intended for all group managers and employees, it establishes general principles that must define the company's relations with the community, suppliers, shareholders and investors and with other stakeholders.

Adopting as a premise the company's bylaws and the shareholders' agreement, as well as policies for avoiding any conflicts in contract business involving (i) any business unit of the CCR Group and its controlling shareholders, all contracts exceeding R$ 1 million, as well as (ii) any other contracts entered into with third parties exceeding R$ 5 million have to be approved by the CCR board of directors. Furthermore, any member of the board may request advance preparation of an independent audit by specialist consultants, in order to review the terms and conditions of the proposed contract.

Any member of the board may request advance preparation of an independent audit by specialist consultants, in order to review the terms and conditions of the proposed contract.

Through the Engelog Division, responsible for hiring suppliers and providers of services for the business units, a Contract Business Manual was drawn up to make the commercial relationships rules more transparent and standardized in line with the company's other documents and with current legislation.
In tune with the growth of the economy, the transport sector and urban mobility in Brazil, the CCR Group allocated priority to expanding and diversifying its activities in 2010. The commencement of the operations of Yellow Line 4 of the São Paulo subway, the acquisition of another highway concessionaire and 24% higher traffic on the highways under its responsibility are the major highlights of the year.

In 2010, CCR invested R$ 951.2 million in its business units - R$ 240.2 million alone in ViaQuatro, which operates Yellow Line 4 of the São Paulo subway. The result was growth of 22.2% in net revenue, which stood at R$ 3.775 billion.

One of the Group’s major actions in 2010 was the expansion of its portfolio by acquiring another concessionaire, Rodovias Integradas do Oeste S/A (CCR SPVias) for R$ 1.3 billion in October of that year. The company is responsible for 516 kilometers of stretches of six highways in the State of São Paulo.

Traffic on the group’s highways also showed significant growth of 24%. Taking into account the same traffic bases, without the CCR ViaOeste and CCR SPVias data – as the former experienced toll gate changes and the latter was acquired at the end of the year – the growth in vehicle flows on CCR’s highways was 12.1% over 2009.

This result is partly associated with the western stretch of the São Paulo Ring Road (CCR RodoAnel), whose traffic rose by 18% after the Southern Ring Road was opened (which is not a CCR concession, but because of the direct connection, introduced a new user base to the western stretch), and the restriction on the circulation of heavy vehicles on the city’s main thoroughfares.

The Castello Branco Highway (SP-280, CCR ViaOeste), whose toll gates were reconfigured, including new accesses from the “Cebolão” (spaghetti junction-type) project in early 2010 saw flows increase by 69%. This growth in traffic not only offset the 57% reduction in tariffs in Osasco (SP) (read more about this in Users), but also contributed to growth of 24.2% in the concessionaire’s revenue.

Another company that boosted CCR’s activities, besides investing in the environmental segment, is Controlar, mandated to inspect vehicles in São Paulo city until 2018. In 2010, 3.2 million vehicles were inspected at 27 centers in the capital, growth of 126.2% over the previous year. The increase arose on account of the expansion of the mandatory inspection of all vehicles licensed in São Paulo – previously it had been mandatory for vehicles manufactured from 2003 onwards.

<table>
<thead>
<tr>
<th>Consolidated pro forma results (R$ MM)</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Revenue</td>
<td>3,089.3</td>
<td>3,775.9</td>
</tr>
<tr>
<td>Total cost</td>
<td>(2,285.4)</td>
<td>(2,956.0)</td>
</tr>
<tr>
<td>Ebit</td>
<td>1,532.3</td>
<td>1,701.3</td>
</tr>
<tr>
<td>Ebitda Margin</td>
<td>49.6%</td>
<td>45.1%</td>
</tr>
<tr>
<td>Ebitda</td>
<td>1,917.7</td>
<td>2,298.8</td>
</tr>
<tr>
<td>Ebitda Margin</td>
<td>62.1%</td>
<td>59.8%</td>
</tr>
<tr>
<td>Net income</td>
<td>708.7</td>
<td>671.7</td>
</tr>
</tbody>
</table>
Highway improvements

Investment in highway infrastructure is continuous. In 2010, we invested R$ 951.2 million, primarily in conservation, expansion and restoration work (further reading in Investments and Services). The Anhanguera (SP-330), under the responsibility of CCR AutoBAn, for example, was revitalized between kilometers 12 and 19 in greater São Paulo, with the addition of an intersection, five new viaducts, 14 km of marginal roads, six footbridges and six kilometers of additional lanes. The work, which began in 2007, was handed over in September of last year.

The asphalt of the Bandeirantes Highway (SP-348), also under CCR AutoBAn, was restored using recycled material, and 600 km of lanes will receive rubber asphalt surfacing (further reading in Waste). This environmentally correct intervention which began in 2010 and will be concluded at the end of 2011 represents investment of R$ 82 million, and will also afford improvements for traffic with longer-lasting and more comfortable surfacing.

In early 2010, CCR ViaOeste handed over the “Cebolão” Project works, which have speeded up the connection between the Castello Branco highway and São Paulo city. Other investments included important urban areas. For example, in March 2011 the new marginal expressways of the Raposo Tavares highway in Sorocaba were opened to traffic. The results where safety is concerned are significant: there was 36% reduction in the number of accidents in the region.

At CCR NovaDutra, restoration work on 282 kilometers of surfacing of the Via Dutra was handed over in 2010. In September of the same year, two further infrastructure projects commenced: construction of marginal roads on the urban perimeter of São Paulo to improve the flow of the access to Guarulhos airport, and the northern lane of the highway in Rio de Janeiro, between kilometers 170 and 176.

In October, CCR RodoAnel concluded the work on the Padroeira intersection of the Western Ring Road – which should lead to significant improvement in vehicle flows in that region. Also in 2010, RodoNorte completed the project to restore its 651 kilometers of highways which began a decade ago.

Passenger transport

Urban mobility has also taken on a significant role in CCR’s business, following the May 2010 opening of the first stations of the Yellow Line 4 of the São Paulo subway. The Sponsored Concession Contract envisages that ViaQuatro will operate, until 2038, the line’s 12.8 kilometers and 11 stations linking Vila Sônia on the west side, to Luz station in the downtown area, also making integration with other modals possible. República and Luz stations will connect with CPTM (Companhia Paulista de Trens Metropolitanos, São Paulo’s metropolitan train service) lines, while the Butantã, Faria Lima and Pinheiros stations have bus terminals, as will be the case of the future São Paulo-Morumbi station. Butantã and Pinheiros stations have specific areas for parking bicycles.

Located in the economic heart of São Paulo, the Paulista and Faria Lima, inaugurated in 2010, represent the first phase of the development and received more than 786,000 users during the year, even though operating only part-time (from 9 am to 3 pm). In May 2011, the line began functioning from 4.40 am to 9 pm, including the Butantã and Pinheiros stations which opened to the public in the first semester. The opening of Luz and República stations, as well as the extension of opening hours to midnight, is expected to occur by the end of 2011.

When fully operational – forecast for 2014 –, it is expected that up to one million users will benefit from the “integration line”, which will contribute to organizing the intense flow of passengers on the São Paulo subway. For comparative purposes, Green Line 2 of the subway, which runs under Avenida Paulista, carries just over 600,000 users a day.

(-) Close
CCR’s performance in the highway concessions sector is recognized both in Brazil and internationally. Besides being one of the five most representative groups in Latin America, it is the leader in net revenue among the 53 concessionaires operating in Brazil. And all of this from operating primarily in one of the most important segments for the development of Brazil.

Highway infrastructure
Traffic on the highways under concession rose by 6.8% last year, according to the Brazilian Association of Highway Concessionaires, Associação Brasileira de Concessionárias de Rodovias or ABCR, which resulted in revenues exceeding R$ 10 billion at toll gates.

According to the ABCR, 15,138 km of highways in nine Brazilian states are privately operated, representing only 7% of the national paved road network of 212,738 km. The sector therefore has enormous investment potential and is experiencing a movement of rapid expansion, both in the number of companies – from six, in 1996, to 52 at the end of 2010 – and in revenues and investments.

Given its size and its disorganized process of urbanization, Brazil still faces difficulties in equating its production capacity to the infrastructure of its urban centers, and is facing the challenge of improving the conditions for the logistics involved in conveying production. This is one of the main reasons for Brazil’s decline in the productivity ranking organized by the Swiss business school, the International Institute for Management Development (IMD). After rising from 49th to 38th place, the country slipped back to 44th position in the most recent evaluation in early 2011, among 59 participant countries.

Recent results are proof that concessions are an alternative for improving road conditions. A survey carried out by the National Transport Confederation (CNT) in 2010 showed that 87.3% of the highways under concession are in good or excellent condition, while the 67.6% of the network under public management is regular, bad or awful. The study carried out between May and June 2010 covered more than 90,000 km of Brazilian highways.

This result reflects the investment in maintenance, expansion and improvement undertaken using funds from tolls. Between 1996 and the end of 2010, Brazilian concessionaires invested over R$ 19 billion in highways responsible for carrying 60% of the wealth produced in the country, according to data from the National Association of Cargo Transportation and Logistics (NTC&Logística). In 2010 alone, the figure was R$ 3.5 billion.

With several highways managed, like the Bandeirantes (SP-348) and the Castello Branco (SP-280), receiving consecutive awards for the quality and safety they afford users, the CCR companies represent a significant part of this horizon of good expectations. Add to this the fact that its highway network is concentrated in the region with the greatest share of the national economy: worthy of note is the Via Dutra (BR-116), the main link between the capital cities of São Paulo and Rio de Janeiro, under the management of NovaDutra, and the Anhanguera-Bandeirantes system managed by CCR AutoBAan, which accounted for over 33% of the group’s gross operating revenue in 2010.

With the signing of the new amendments to contracts in Rio de Janeiro and São Paulo, the expansion of the federal and state concession programs and the prospect of higher traffic, and with the support of economic growth and the proximity of large international events in Brazil, like the World Cup in 2014 and the Olympic Games in 2016, the concessions segment is enjoying good prospects in the short and medium term scenario, and should continue to be the flagship activity of CCR.
Transport and mobility
CCR is addressing the mobility sector aware of its risks and bottlenecks but, more than anything else, with positive expectations. The idea is to get in tune with the current demands in Brazil in order to expand its range of business, winning over new users and clients while at the same time, offering shareholders and investors a more secure horizon in terms of the benefits of holding equity interests in the group.

Through ViaQuatro and the companies STP and Controlar, CCR is contributing and gearing up to increase the availability of mass transportation, traffic fluidity and organization, in addition to its contribution to controlling atmospheric emissions in large cities like São Paulo.

Prospects
With the proximity of international sporting events that will demand of Brazil infrastructure and an organized urban and highway transportation system, there are good prospects for business, construction works and tenders, such as the implementation of subways, trains and light rail vehicles (VLTs) in Porto Alegre (RS), Salvador (BA), Brasilia (DF), Natal (RN), Curitiba (PR) and Fortaleza (CE), and the bullet train between Rio de Janeiro and São Paulo, for example. For the 2014 World Cup alone, public and private investments of R$ 11.48 billion in mobility are expected.

Also in the urban mobility segment, the prospects for large urban parking lots are good. Already operating in the sector through STP, the CCR Group believes in the need for solutions not only in electronic payment methods, but also in logistics. One of Brazil’s challenges with which the company intends to contribute is to offer not only good collective mobility services, but also to provide users of individual transport better conditions of access and greater traffic fluidity in the more congested areas of large urban centers.

Another strategic sector is telecommunications. Given Brazil’s continental geographical dimensions and the strategic position of the CCR Group in shortening distances and enabling the circulation of information and goods, new businesses such as those of SAMM – whose purpose is to explore and provide telecommunications services through concessions, permissions or authorizations – afford good prospects for the company to expand its portfolio and diversify its activities.

(-) Close
Years ended on December 31, 2009 and 2010 (in thousands of Reais)

<table>
<thead>
<tr>
<th></th>
<th>Parent Company</th>
<th></th>
<th>Parent Company</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2010</td>
<td>2009</td>
<td>2010</td>
<td>2009</td>
</tr>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Toll revenues</td>
<td>-</td>
<td>-</td>
<td>3,864,273</td>
<td>3,209,250</td>
</tr>
<tr>
<td>Construction revenues</td>
<td>-</td>
<td>-</td>
<td>881,403</td>
<td>728,316</td>
</tr>
<tr>
<td>Other revenues</td>
<td>86,864</td>
<td>67,976</td>
<td>298,034</td>
<td>178,080</td>
</tr>
<tr>
<td><strong>Inputs acquired from third parties</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Construction costs</td>
<td>-</td>
<td>-</td>
<td>(881,403)</td>
<td>(728,316)</td>
</tr>
<tr>
<td>Maintenance provided</td>
<td>-</td>
<td>-</td>
<td>(157,638)</td>
<td>(95,933)</td>
</tr>
<tr>
<td>Costs of services rendered</td>
<td>(8,977)</td>
<td>(19,034)</td>
<td>(628,336)</td>
<td>(469,994)</td>
</tr>
<tr>
<td>Materials, energy, third-party and other services</td>
<td>(36,964)</td>
<td>(20,919)</td>
<td>(285,538)</td>
<td>(179,453)</td>
</tr>
<tr>
<td><strong>Gross added value</strong></td>
<td>40,923</td>
<td>28,023</td>
<td>3,090,795</td>
<td>2,642,350</td>
</tr>
<tr>
<td><strong>Depreciation and amortization</strong></td>
<td>(5,242)</td>
<td>(4,864)</td>
<td>(319,569)</td>
<td>(237,296)</td>
</tr>
<tr>
<td><strong>Added value generated by the company, net</strong></td>
<td>35,681</td>
<td>23,159</td>
<td>2,771,226</td>
<td>2,405,054</td>
</tr>
<tr>
<td><strong>Added value received via transfer</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Result from equity pick-up</td>
<td>655,259</td>
<td>762,936</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Financial revenues</td>
<td>208,354</td>
<td>118,752</td>
<td>450,077</td>
<td>365,826</td>
</tr>
<tr>
<td><strong>Total added value to be distributed</strong></td>
<td>899,294</td>
<td>904,847</td>
<td>3,221,303</td>
<td>2,770,880</td>
</tr>
</tbody>
</table>

**Distribution of added value**

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct remuneration</td>
<td>51,070</td>
<td>49,651</td>
<td>240,202</td>
<td>201,082</td>
</tr>
<tr>
<td>Benefits</td>
<td>5,367</td>
<td>6,652</td>
<td>55,545</td>
<td>44,560</td>
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<tr>
<td>Employee Dismissal Fund (FGTS)</td>
<td>1,876</td>
<td>1,704</td>
<td>13,220</td>
<td>10,635</td>
</tr>
<tr>
<td>Others</td>
<td>414</td>
<td>315</td>
<td>4,717</td>
<td>3,172</td>
</tr>
<tr>
<td><strong>Taxes</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal</td>
<td>19,045</td>
<td>9,238</td>
<td>625,091</td>
<td>573,542</td>
</tr>
<tr>
<td>State</td>
<td>9</td>
<td>411</td>
<td>397</td>
<td></td>
</tr>
<tr>
<td>Municipal</td>
<td>2,249</td>
<td>336</td>
<td>213,636</td>
<td>160,168</td>
</tr>
<tr>
<td><strong>Remuneration of third party capital</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest</td>
<td>153,110</td>
<td>130,743</td>
<td>1,058,450</td>
<td>774,578</td>
</tr>
<tr>
<td>Leases</td>
<td>2,396</td>
<td>2,113</td>
<td>21,015</td>
<td>17,021</td>
</tr>
<tr>
<td>Grants</td>
<td>-</td>
<td>-</td>
<td>310,577</td>
<td>267,213</td>
</tr>
<tr>
<td><strong>Remuneration of own capital</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dividends</td>
<td>200,000</td>
<td>439,370</td>
<td>200,000</td>
<td>439,370</td>
</tr>
<tr>
<td>Retained earnings for the year</td>
<td>463,758</td>
<td>264,725</td>
<td>478,439</td>
<td>278,942</td>
</tr>
</tbody>
</table>
Annual and Sustainability Report 2010

Sustainability

Business

Results for the year
Market prospects
Statement of value added
Accounting statements

Click here to download the Financial Statements of the CCR.
With a sphere of influence covering more than 100 municipalities, the CCR Group is aware of its importance to the development of the communities where it is present. In order to respond to the new global challenges in the corporate sector, and with increasing demands on its socioenvironmental actions, CCR initiated a study that includes analyzing, defining priorities and planning structured measures with which to minimize the social, economic and environmental impacts of its business, in addition to fostering sustainable development.

Set in motion in the second half of last year and conducted by specialist consultants, the study began with a reflection which sought to analyze the engagement of the business units in regard to sustainability – and the manner in which this was put into practice by means of action, training sessions or projects. Defining the company’s maturity in regard to this theme was supported by dialoging with 26 members of the company’s senior management and heads of business units.

Priorities in sustainability: accidents, traffic jams, CO2 emissions, waste and water consumption and energy.

Workshops and lectures served to identify CCR’s major positive and negative impacts, in addition to defining short, medium and long-term priorities and targets. The planning for dealing with the most urgent matters took place before the end of 2010. Even with the prospect of developing it gradually, the company decided to position itself during 2010, treating the theme as a priority and including it in strategic topics. Among the measures already in place is the creation of the Strategy and Sustainability Committee, directly subordinated to the board of directors (further reading in Corporate Governance).

In 2011, for the first time, sustainability also joined the General Objectives and Directives of CCR, a document that presents the company’s operating strategies for the current year – thereby reinforcing our commitment to this matter by including it in the strategic objectives.
Having concluded the phases of mapping and defining the general targets, the sustainability project chose the second half of 2010 as the period for "readying the land" and proposing new decision making regarding the impacts of CCR's activities on society. To that end, employees and managers were consulted to help in drawing up a map of the externalities common to the business units.

The concept of externality alludes to the side effects and/or impacts of a business's operations or an activity on individuals, communities or on the environment itself. They can be positive or negative, depending on how the company manages them and the type of influence they bring to bear on stakeholders.

The perceptions obtained from this study were cross checked with the previous survey of themes common to the group as a whole, leading to five large negative externalities whose effects CCR expects to help mitigate: accidents, solid waste, greenhouse gas emissions, traffic jams and water and energy consumption. The first three were then discussed in early 2011. Concern with the remaining themes, however, was not put aside – they now figure in several company actions. In the case of energy consumption, for example, CCR has been adopting LED illumination on its highways – like on the western stretch of the Ring Road, for example, where a tunnel fitted with these lamps has reduced electricity consumption by 60% when compared to conventional lamps (further reading in Environmental performance).

Traffic jams are also being dealt with through road works to expand the marginal roads along highways with heavy traffic, like the Anhanguera-Bandeirantes system (CCR AutoBAn) and the conclusion of the "Cebolão" project, which expanded the access routes from the Castello Branco highway (CCR ViaOeste) to the capital of São Paulo. These themes will remain on the agenda and will be given proper attention during the project.
Sustainability

Strategy
Definition of priorities
Priority topics
Environmental Performance
Ecological asphalt
Biodiversity management
Energy
Water
Emissions

With the emphasis on the first five priority themes – accidents, emissions, solid waste, traffic jams and water and energy consumption – we are creating business unit dialog and interaction groups that began exchanging experiences in the first quarter of 2011.

With the participation of employees and executives of all CCR companies, these groups have to share what they have learned and facilitate the adoption of programs and projects, so as to take advantage of the good practices that already exist as models. These meetings will result in our adopting measures associated with the priority externalities, so as to get an overview of the company’s sustainability.

CCR is also accompanying the discussions at government level in order to align itself with the principal socioenvironmental questions, the highlight being the implementation of national policies on solid waste and climate change – the latter indicates the guidelines and measures for reducing vulnerability to the effects of climate change.

Acidentes

Every year, according to the United Nations Organization (UNO), 1.3 million people die in traffic accidents. In Brazil, the Federal Highway Police counted 40,000 deaths in 2010 alone, more than 100 a day, making Brazil the fifth most violent country in this category. It is no surprise that the 2011-2020 decade has been chosen by the UN as the Decade of Action for Road Safety, so as to encourage actions and programs for preventing traffic violence.

The data reflect a situation that the CCR Group cannot ignore: although matters concerning lack of regular vehicle maintenance and disregard for traffic laws are significant factors in the statistics, on dealing with highway concessions in regions with huge flows of business and people, its business units are concerned with implementing measures that lead to the reduction in accidents and loss of life on the roads.

After years of investing in education and prevention, the theme formally became a challenge for the company and will be dealt with so as to simultaneously improve the company’s performance and foster traffic safety. This initiative means that new actions may arise, extending the effect. The first meetings of the working group that deals with this externality have led to the perception of regional differences between the accidents at each concessionaire. This was possible thanks to systems that monitor and document the accidents affecting units of the group, and are an important indicator regarding the steps required for fostering accident prevention.

Among the awareness initiatives that are in tune with the UN’s proposed policies for the decade, the Estrada para a Cidadania (Highway to Citizenship) program is the main reference. It promotes traffic education by raising awareness among young students in the locations cut by the highways under concessions, and has already attended to 1.2 million students in 4th grade elementary school since 2001 (further readings in Society).

Other programs that also transmit concerns with traffic violence are Estrada para a Saúde (The Road to Health), which fosters the monitoring and prevention of health problems affecting truck drivers, and Café na Passarela (Breakfast on the Footbridge) by the recently acquired SPViás, which offers breakfast on the footbridges over its highways, so as to encourage pedestrians to use these and
reduce the number of deaths in the local communities caused by people being run down.

Read more about CCR’s social projects in Society.

Resíduos

Adapting to the new National Solid Waste Policy sanctioned in August 2010, after almost 20 years under discussion, throws up new challenges for industry. Environmentally proper disposal of waste must be implemented by August 2014; in the case of state and local management plans, the period runs to 2012.

The main differential of the document lies in the sharing of responsibility for this theme between the public sector, companies and other segments of society. Several measures that CCR has already taken have focused on awareness regarding the generation of waste, and these will be gradually extended to all units of the company. The “SacoLona” (Canvas Bag) program, for example, recycles advertising material used by highway concessionaires in education campaigns, transforming it into bags, vanity bags, pencil cases and shopping bags, among other items. The administration departments of the units have also signed up for selective garbage collection – which is likely to be extended to the toll gate and traffic areas of the highways in the years ahead.

The use of ecologically correct asphalt, like that which began to be applied in 2010 on a stretch of the Bandeirantes highway – the surfacing is produced from used tires – and is already being used by CCR RodoNorte, is yet another measure illustrating the potential for recycling waste in the segment where the company operates.

For the future, one can expect to see these and other programs being expanded, so that the responsible disposal of waste at CCR becomes more than just a legal obligation. As the principal short-term target, we are planning to conclude by the end of 2011 the company’s Waste Management Plan, which has already been adapted to the new national policy.

Leia mais sobre os projetos sociais da CCR em Sociedade.
CCR acknowledges its role in keeping impacts to a minimum and in fostering environmental conservation. As a company whose operations include extensive tracts of land – in highways alone there are more than 2,400 kilometers in three Brazilian states – it admits its share of responsibility and takes measures to reduce these impacts, such as: constant monitoring of the quality of the air, water, soil and noise levels in the regions where it operates, and deaths of animals from being run over. That is why it invests in training the environmental management teams at each concessionaire. Consolidated management of the environmental indicators of its units is a challenge the company will have to address beginning 2011. Based on the sustainability project implemented in 2010 (further reading at Sustainability strategy), CCR will also have to define the targets for reducing consumption of natural resources, waste and emissions in the long term. The latter two aspects figured among the Group’s strategic priorities last year.

Among the environmental projects developed by CCR’s business units one can mention the Canvas Bags “SacoLona”, which recycles the canvas used in the advertising material for educational campaigns, converting it to bags, vanity bags, pencil cases and shopping bags, among other items. The material is made by the Association for the Production of Reusable Shopping Bags (Aprosar), providing income for 60 people. In 2010, CCR RodoNorte invested R$ 30,000 in the project, reaching a total of 6 tons raised since 2008 – about a thousand tons were raised last year. The NovaDutra and Ponte concessionaires adopted the “SacoLona” in 2010. Between September and February 2011, NovaDutra reused 2,000 items. As environmental setoff for the road works undertaken by ViaOeste, the CCR Group also entered into a partnership with the Butantã Institute and the NGO Pé de Planta in December 2010. The project envisages planting 46,000 tree saplings on a Butantã Institute farm.
Habits in place at several of the group’s concessionaires have helped reduce the impact of producing and using asphalt on highways. Since 2002, CCR RodoNorte has been using ecological asphalt – manufactured from discarded tires.

Besides reusing material considered an environmental liability, surfacing made from rubber lasts longer and improves the comfort of traveling, as it reduces the noise caused by the attrition of the tires on the asphalt and causes lower rainwater dispersion. These advantages compensate the 50% higher cost when compared to conventional surfacing. One hundred and fifty kilos of rubber are added to each ton of asphalt - reusing around a thousand tires for every kilometer of highway resurfaced.

In 2010, CCR AutoBAn began using the technique to resurface the Bandeirantes highway. The concessionaire is expected to invest R$ 82 million to pave around 600 kilometers of the highway.

Today, about 15% of the highways under the concession of CCR use ecological asphalt, a percentage likely to increase in the years to come as the project expands. In 2011, two more Group concessionaires will begin adopting the material: CCR NovaDutra and SPVias.

Yet another initiative by CCR RodoNorte to reduce impacts is the recycling of asphalt. Here, the surfacing removed from highways is re-laid as the base before laying the rubber asphalt.

Surveys – CCR is also investing in engineering and new surfacing technologies research in favor of surfaces that have greater durability and improved safety and regularity. These studies are being undertaken at the Highway Research Center installed at CCR NovaDutra, and which was expanded and furnished with new equipment representing an investment of R$ 3 million.

The University of São Paulo and the Federal University of Rio de Janeiro are partnering CCR at the research center. The company recently signed an agreement with Arizona State University, in the United States, to increase the dialog with academia and to further the development of more durable, sustainable, efficient and safe materials.

| VOLUME DE RECICLAGEM E ASFALTO BORRACHA (2009 a 2010) |
|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
|                | Service         | Vol. 2009 (m²)  | Amount (R$)    | Vol. 2010 (m²)  | Amount (R$)    |
| AutoBAn         | Rubber asphalt  | -               | -               | 22,288          | 17,518,368      |
|                 | From recycling  | -               | 31,446          | -               | 14,301,988      |
| Rodo Norte      | Rubber asphalt  | 13,204           | 8,305,294       | 20,835          | 13,105,384      |
|                 | From recycling  | 78,015           | 10,525,062      | 122,947         | 16,586,829      |
| Total           |                 | 91,219           | 18,830,356      | 217,317         | 61,512,569      |
A series of preventive, corrective, set-off and mitigation measures is being taken to protect the biodiversity in those regions where CCR has a presence (see box below).

Part of the road networks of AutoBAn, NovaDutra, Ponte, RodoNorte, ViaLagos and ViaOeste is located in a neighborhood (a radius of up to 10 km) of environmentally protected areas (APAs) or conservation units. The areas and their respective locations are as follows: Jaraguá (on São Paulo’s west side), Carapicuíba and Barueri (both in São Paulo), Itupararanga (Cotia, Vargem Grande, São Roque, Mairinque and Alumínio – São Paulo) and the Morro Grande forest reserve (Cotia and Vargem Grande – São Paulo).

In order to mitigate its environmental impact, CCR has created partnerships and is operating through environmental set-offs, such as reforesting degraded areas which are not necessarily stretches controlled by the company. In all, there are 15 operating areas, like the Butantã Farm (São Roque, SP), the Villa Lobos Park (São Paulo) and springs in São José dos Campos (SP).

Specialist teams provide care and proper handling of wild species. As a result, there has been a decline in the number of animals run over by highway users and better cooperation with the Environmental Police, which has contributed to preserving the fauna inhabiting the regions bordering the highway complex.

**Impacts on the biodiversity**
- **Impact**
  - Fauna being run over
  - Sources of fire
  - Accidents with hazardous products
  - Cutting down vegetation for expansion works
  - Interference with water sources for expansion works

- **Measures**
  - Establishing pathways for animals
  - Emergency action plan, training the service team, installation of containment boxes for hazardous products in strategic locations
  - Monitoring, availability of water tankers
  - Compensatory planting
  - Restoration of areas of permanent protection (APP)

(-) Close
Sustainability

Energy

In 2010, CCR consumed 55.03 MWh of electricity, with hydroelectric plants the sole source. The total exceeds that of the previous year, mainly on account of the commencement of the activities of ViaQuatro which operates Yellow Line 4 of the subway, considered an electricity-intensive consumer, and the acquisition of SPVias in October. CCR is not taking into account direct energy consumption, that is, energy it generates itself and from using generators, for example.

In order to foster more rational energy use, CCR is investing at several business units in high technology-based solutions that might reduce its consumption base. LED traffic lights and signposting, which began to be adopted in 2008, can now be seen on most of the concessionaires' toll gates and highways, and are an advance in that direction.

Another important measure involves the installation of LED lighting in highway tunnels. CCR RodoAnel has done so in Tunnel 2 of the Western Ring Road in São Paulo. The head office buildings of CCR ViaOeste and CCR RodoAnel have also used this technology to reduce their energy consumption by 60%.
Water consumption by the CCR group is made possible by the public supply network and, at several units, artesian wells. In 2010 there was no large variance in consumption. CCR ViaOeste data for 2009, for example, show consumption of 13,059 m$^3$, against just over 14,600 m$^3$ in 2010 – an increase reflecting the expansion work and increased traffic on highways like Castello Branco.

In 2011, water management should show an improvement, as the information does not cover all units. At some concessionaires, older artesian wells have no meters. These will be installed this year.

**WATER CONSUMPTION, BY SOURCE (m$^3$)**

<table>
<thead>
<tr>
<th>Source</th>
<th>AutoBAn</th>
<th>Ponte ViaQuatro</th>
<th>ViaOeste</th>
<th>RodoAnel</th>
<th>RodoNorte</th>
<th>NovaDutra</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public network</td>
<td>10,022</td>
<td>10,967</td>
<td>7,892</td>
<td>14,620</td>
<td>2,423</td>
<td>11,802</td>
<td>60,939</td>
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<tr>
<td>Artesian wells</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>11,421</td>
<td>25,046</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>10,022</td>
<td>10,967</td>
<td>7,892</td>
<td>14,620</td>
<td>2,423</td>
<td>11,802</td>
<td>97,406</td>
</tr>
</tbody>
</table>

*Em algumas unidades, com poços artesianos antigos, não há medidores de vazão, que serão instalados em 2011.*
The CCR Group’s greenhouse gas emissions are not significant, the largest sources being the operational vehicle fleet and the acquisition of electricity (hydroelectric matrix). Even so, there was a natural increase in gas emissions following the incorporation by CCR of SPVias and the coming on stream of Via Quatro, considered electricity-intensive.

One advance in the company’s environmental responsibility policy was the carbon emissions inventory drawn up in 2010. This will enable better control of the company’s impacts and analysis of the historical progress of the theme within CCR, in tune with its sustainability strategy (further reading in Priority themes).

The group’s first greenhouse gas inventory covers scopes 1 and 2 – namely, its units’ direct and indirect emissions – and was developed based on GHG Protocol methodology. In 2010 as a whole, 19,826.97 tCO2e of greenhouse gases were emitted, with fuel and lubricants accounting for around 78% of these. Scope 1 accounts for 85.4% of total emissions. These include the consumption of fuels and lubricants and the use of refrigeration gases, carbon dioxide (CO2) in fire extinguishers sulfur hexafluoride (SF6) in electrical energy equipment. The survey does not include information from the business units not controlled by CCR, such as STP, Controlar and Renovias. In order to maintain the standard of the survey of the other units for the inventory, even the data of SPVias, which was only acquired in October, were taken into account from the beginning until the end of 2010.

### GHG emissions by Activity Category

<table>
<thead>
<tr>
<th>Category</th>
<th>tCO2e</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fuels and lubricants</td>
<td>15,333.00</td>
<td>77.33%</td>
</tr>
<tr>
<td>Refrigeration gases</td>
<td>692.26</td>
<td>0.35%</td>
</tr>
<tr>
<td>Other fugitive emissions</td>
<td>1.37</td>
<td>0.01%</td>
</tr>
<tr>
<td>Electrical energy infrastructure</td>
<td>1,529.60</td>
<td>7.71%</td>
</tr>
<tr>
<td>Electrical energy acquired</td>
<td>2,893.74</td>
<td>14.59%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>19,826.97</strong></td>
<td><strong>100.00%</strong></td>
</tr>
</tbody>
</table>

### Emissões de Gases do Efeito Estufa por Escopo

<table>
<thead>
<tr>
<th>GEE</th>
<th>Escopo 1</th>
<th>Escopo 2</th>
<th>Escopo 1</th>
<th>Escopo 2</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>tCO2e</td>
<td>tCO2e</td>
<td>tCO2e</td>
<td>tCO2e</td>
<td></td>
</tr>
<tr>
<td>CO2</td>
<td>16,789.07</td>
<td>2,893.74</td>
<td>16,789.07</td>
<td>2,893.74</td>
<td>19,682.81</td>
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<tr>
<td>CH4</td>
<td>1.69</td>
<td>0.00</td>
<td>35.44</td>
<td>0.00</td>
<td>35.44</td>
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<tr>
<td>N2O</td>
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<td>0.00</td>
<td>39.48</td>
<td>0.00</td>
<td>39.48</td>
</tr>
<tr>
<td>HFCs</td>
<td>0.05</td>
<td>69.24</td>
<td>69.24</td>
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<tr>
<td>HFC-32</td>
<td>0.01</td>
<td>6.79</td>
<td>6.79</td>
<td></td>
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</tr>
<tr>
<td>HFC-125</td>
<td>0.01</td>
<td>31.77</td>
<td>31.77</td>
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</tr>
<tr>
<td>HFC-134a</td>
<td>0.02</td>
<td>30.68</td>
<td>30.68</td>
<td></td>
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</tr>
<tr>
<td>SF6</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>16,933.23</strong></td>
<td><strong>2,893.74</strong></td>
<td><strong>16,933.23</strong></td>
<td><strong>2,893.74</strong></td>
<td><strong>19,826.97</strong></td>
</tr>
</tbody>
</table>
With a team of around 6,000 employees in the holding company and the subsidiaries alone, and 3,600 in joint subsidiary companies, the CCR Group believes that the company’s sound performance depends on valuing its human capital. Therefore the efforts of the people management area seek to enhance and, above all, to cultivate talent in the business units.

In line with its business expansion, in 2010 the CCR headcount rose following the acquisition of the São Paulo concessionaire SPVias, which has a team of around 800.

Following its incorporation, the new company raised an additional challenge: how to inform its employees about the company’s values and integrate them. Although there was a degree of staff attrition on account of the convergence among the units, the company was restructured in order to take advantage of the majority of the existing talent, who were also incorporated into the staff of the group’s other business units.

Defined as a priority for the years ahead, people management has been concentrating its efforts in attracting and retaining people, in addition to providing its current employees with training and qualifications. One of the major efforts in this direction was the creation of the Leadership Development Program (PDL), intended to train managers in the competencies of the CCR, preparing them for future challenges to growth. The basis of the program lies in exploring the internal competencies of those participating in the so-called analysis and management group – comprising advisors, coordinators, analysts and business unit managers. Other professionals, agents and supervisors in the administration and customer service departments also have the opportunity to develop their skills under the Enhancing Project which held 120 meetings in 2010.

Priority for the years ahead, people management has been concentrating its efforts in attracting and retaining people, in addition to providing its current employees.

A further important gain during the year was the implementation of the Saúde em Forma (Health in Good Shape) program, which in addition to the De Bem Com a Vida (Life’s Good) program initiated in 2006 encourages preventive health and better quality of life for employees.

Different outlooks and encouragement of internal communication - which is strategic, bearing in mind the distances separating the business units - also came in for attention in CCR’s strategic planning. In order to foster closer relations between employees and managers, each company has a manager responsible for observing the work climate and passing on employees’ demands to the senior management of the group.

### NUMBERS OF EMPLOYEES

<table>
<thead>
<tr>
<th>COMPANY</th>
<th>ACTIVE</th>
<th>ON LEAVE OF ABSENCE</th>
<th>DIRECTORS</th>
<th>INTERNS</th>
<th>ACTUAL TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grupo CCR</td>
<td>5,730</td>
<td>313</td>
<td>61</td>
<td>15</td>
<td>6,043</td>
</tr>
<tr>
<td>Ponte</td>
<td>304</td>
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<td>0</td>
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<td>330</td>
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<tr>
<td>Lagos</td>
<td>141</td>
<td>5</td>
<td>8</td>
<td>0</td>
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<tr>
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<td>4</td>
<td>4</td>
<td>694</td>
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<tr>
<td>CCR</td>
<td>297</td>
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</tr>
<tr>
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<td>92</td>
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<td>6</td>
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<td>DIRECTORS</td>
<td>INTERNS</td>
<td>ACTUAL TOTAL</td>
</tr>
<tr>
<td>-----------------</td>
<td>--------</td>
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<tr>
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<td>5</td>
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<tr>
<td>SPVias</td>
<td>100</td>
<td>7</td>
<td>4</td>
<td>3</td>
<td>107</td>
</tr>
<tr>
<td>Inovap 5**</td>
<td>687</td>
<td>23</td>
<td>0</td>
<td>0</td>
<td>710</td>
</tr>
</tbody>
</table>

controladas pela CCR em conjunto com outros acionistas:**

<table>
<thead>
<tr>
<th>COMPANY</th>
<th>ACTIVE</th>
<th>ON LEAVE OF ABSENCE</th>
<th>DIRECTORS</th>
<th>INTERNS</th>
<th>ACTUAL TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>ViaQuatro</td>
<td>487</td>
<td>4</td>
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<td>491</td>
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<tr>
<td>Renovias</td>
<td>659</td>
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<td>685</td>
</tr>
<tr>
<td>Controlar</td>
<td>864</td>
<td>34</td>
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<td>898</td>
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<tr>
<td>STP</td>
<td>1,006</td>
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<td>7</td>
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<td>1,045</td>
</tr>
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<td>RodoAnel</td>
<td>461</td>
<td>19</td>
<td>8</td>
<td>0</td>
<td>480</td>
</tr>
</tbody>
</table>

*Directors, interns and those on leave of absence* are not being taken into account

(*) NovaDutra: Part of the employees not working in core activities are outsourced under the services contract with COPER (the Consortium operating the Presidente Dutra highway). Thus as at 12.31.2010, outsourced employees include: 128 administration employees, 67 maintenance employees and 1,076 operations employees;

(**) INOVAP 5: provides services exclusively to SPVIAS;

(***) The figures refer to total employees.
Part of the company’s people management policy also involves monitoring its employees in regard to their personal and professional development. Using a customized process, all CCR staff members are evaluated on an annual basis via an on-line system that enables identification of the strengths and weaknesses of all participants. Based on this information, development plans are drawn up and applied, making a significant contribution to employees’ technical, professional and personal enhancement.

Also focused on development, the evaluation process also encourages the feedback process, as all employees receive a formal report on their performance from their respective superiors.

Promotion from within is encouraged as a means of retaining talent developed within the CCR companies. Currently 80% of appointments to positions are candidates already belonging to the group – in 2010 there were 451 promotions. This rejuvenates the team, encourages employee self-development and enhancement and career prospects within the business units.
As the Brazilian market heats up and becomes more competitive, it has become imperative for CCR to train and attract young professionals to its team. In this sense, the Trainee Training Program - which entered its fourth edition in 2010 - is the company’s major talent incubator: during the year 40 new graduates were admitted, including engineers, economists and administrators.

NEW PROFESSIONALS

7 thousand people

Applied to CCR’s training program, the company’s major talent incubator.

The three-phase selection process, which received 7,000 applications, also resulted in a data base indicating the best candidates in each segment. Those selected were subjected to a training program covering all sectors of the business units. Deployed in advance, the young professionals learn to deal with technical and operational aspects involving the group’s business, as well as how to get along with the other employees.

Today there are more than 50 former trainees working in the company. Currently one of the major concerns is how to fend off competition in the market and retain employees in-house. In 2010, the staff retention rate was 75%.
One of the major challenges currently facing the infrastructure and transport sector in Brazil is the shortage of qualified labor. Professionals in areas like civil construction, increasingly necessary for projects made possible by the sound economic moment, are hotly disputed by companies in the sector. It is therefore no surprise that a survey carried out by human resources consultants Manpower in early 2011, involving 40,000 employers in 39 countries, shows that 57% of Brazilian companies admit to facing problems in filling vacancies for technical school, engineering and other services.

Because it depends on talent in areas with a shortage ratio, like engineering and others involving infrastructure, the CCR Group in 2011 is focusing on encouraging and attracting specialist professionals, including engineers, economists and analysts. However, instead of filling vacancies for short periods of time, and suffering the effects of high turnover, it intends to establish employee loyalty, including reviews of existing policies on salaries and positions.

Another topic under analysis is the initiative involving preparation for retirement. Expected to be implemented in 2010, the proposal is still under analysis for implementation. Lectures and workshops seek to raise employee awareness regarding the financial and psychological planning required when the time comes to retire. Also the discount card program for buying medications, taken to be a target for the year, was finally implemented. However, on account of the low adhesion rate (less than 4%) it was discontinued.
Leadership Development Program (PDL)
In 2010, the program jointly designed with the Dom Cabral Foundation and comprising eight modules trained around 200 participants in workshops, classes and lectures, based on the experiences witnessed at the business units. The positive results were confirmed following the IBTTA Administration Prize awarded to the program in the first half of 2011.

The company’s perception is that more than just acquiring raw knowledge, it is important to value good practices and projects designed by the CCR teams – especially for the acquisition of new business and the successful search for funding, like those of the Ring Road and the Yellow Line 4 of the São Paulo subway.

Following the training phase, internal managers share knowledge within their fields of operations, where the focus is on direct application in company projects. The idea is to expand the program and start attending to up to 600 employees of the Analysis and Management Group.

Enhancing Project
The use of the gerund in the name reflects the proposal: to maintain continuous training for employees within CCR. The main public is the customer service team in their daily contact with users of the highways under concession of the group companies. The main objective is to improve the quality of the service to toll gate users, providing a service that is simple, quick and effective.

Besides the technical aspects of the professional routine, employees are informed about the principles and plans of the business units, offering a more modern outlook on providing services to society. In this manner each carriageway employee can act as a legitimate representative of the company’s values.

The program’s methodology involves training attendants from all CCR Group concessionaires, while the objective, among others, is to train instructors who will be in charge of inculcating the practices and values in their other business unit colleagues through workshops, lectures and periodic training. Following an initial phase involving 4,200 employees in 2009, the Enhancing Project closed 2010 with a public of 40,000 participants in 120 meetings, which when added together comes to a workload of 450 hours.
CCR runs a series of programs intended to offer better quality of life and prevent health problems among its employees. In 2010, R$ 1.4 million were invested in health and safety projects, such as the "De Bem com a Vida" (Living well) program that unifies several company initiatives. In one of the most recent, under the "Saúde em Forma" (Health in Good Shape) program, monitoring of chronic illnesses was extended to employees' family members.

In all, CCR registered 61 work accidents in the year.

De Bem Com a Vida (Living well)

Initiated in 2006 and drawn up based on a map showing the health situation of the CCR team, the "De Bem Com a Vida" program imparts a different perspective on the physical and mental well-being of employees by using actions and activities involving education, assistance, sports and leisure.

Among the initiatives, special mention goes to the "Deixando de Fumar" (Quit Smoking) program, which has helped to reduce the ratio of employees who smoke, from 12% to 8% in the last four years, by providing guidance and lectures at the business units, and the "Coração Saudável" (Healthy Heart) initiative that monitors employees with problems involving hypertension, cholesterol, diabetes and stress. The number of hypertensive employees has declined from 8% to 4% from its implementation, to the end of 2010.

The prevention of heart disease based on a healthy diet is supported by the "Alimente-se Bem" (Eating Properly) program designed in partnership with the Social Service to Industry (Sesi), which provides dietary consulting at the business units. In 2010, the program attended to 270 cases.

The 2007 and 2010 data for the "De Bem Com a Vida" initiative show that others within the scope of improving the quality of life have also been successful. The physical activity program, for example, introduced workplace gymnastics for carriageway employees – whose work routines at the toll gates involve repetitive efforts, for example – in addition to a physical conditioning program for highway incident response employees.

From the health programs began until today, the percentage of hypertensive company employees has fallen from 8% to 4%, which goes to show the long-term benefits of preventive health. The ratio of sedentarism has also been influenced by the physical activity program which introduced workplace gymnastics at the business units - from 56% in 2007, this declined to 20% in 2010.

Along the same lines, the ratio of employees whose Body Mass Index (BMI) exceeds 30 (considered obese by the World Health Organization) fell from 12% to 11%, while those with an index between 25 and 30 (over weight) fell from 30% to 28%.

(-) Close
Quality of Life Indicators (%)

<table>
<thead>
<tr>
<th>Actions, programs and interventions</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anti-flu vaccine</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Doses administered</td>
<td>65</td>
<td>75</td>
</tr>
<tr>
<td>Cardiovascular Risks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Altered glycemia</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>BMI (Body Mass Index) – between 25 and 30</td>
<td>23</td>
<td>28</td>
</tr>
<tr>
<td>BMI (Body Mass Index) – over 30</td>
<td>10</td>
<td>11</td>
</tr>
<tr>
<td>High blood pressure</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Tabagism</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>Sedentarism</td>
<td>23</td>
<td>20</td>
</tr>
<tr>
<td>Dyslipidemia</td>
<td>21</td>
<td>35</td>
</tr>
<tr>
<td>Physical activity program</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees who exercise regularly</td>
<td>65</td>
<td>66</td>
</tr>
<tr>
<td>Employees doing workplace gymnastics</td>
<td>35</td>
<td>47</td>
</tr>
<tr>
<td>Dietary Program</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No. of appointments</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Accident Rate</td>
<td>69.13</td>
<td>76.45</td>
</tr>
<tr>
<td>Absenteeism Rate</td>
<td>0.85</td>
<td>1.02</td>
</tr>
</tbody>
</table>

Benefits policy

The benefits programs of the CCR Group apply to all employees, and their legal dependants, in all business units, affording social well-being in accordance with union and labor law agreements. Benefits are granted via the co-participation regime between the company and the employees.

CCR Group Benefits:

- Group Medical and Dental Assistance
- Group Life Insurance
- Food Vouchers
- Transport Vouchers
- Daycare Center Allowance
- Private Pension Scheme

Private Pension Plan

The CCRPrev PGBL is a supplementary private pension plan whose purpose is to enable employees to accumulate funds during the period when they are professionally active, so as to ensure additional income at retirement time, regardless of any entitlement from the Social Security system. The minimum monthly contribution to the benefit is 1% of nominal salary, with a minimum limit of R$27.85 (amount adjusted under collective agreement). If 1% of the participation salary is less than R$27.85, the amount will be discounted from the nominal salary. Employees can also make voluntary contributions in the amount and with the frequency of their choice. However, there will be no consideration from the company. Joining the supplementary pension plan is voluntary, but a priori, all employees are eligible and the rules of participation, for both the company and each employee, are the same for everyone.
In 2010, CCR invested R$ 6,377,000 in the private pension plan.

**Relations with the unions**

The CCR Group believes it maintains good relations with the unions representing its employees. The collective agreement is negotiated annually, and over the last ten years there have been no strikes or any type of stoppage to activities carried out by the employees.

CCR currently maintains relations with the unions of Employees of Highway and Road Concessionaires in General in São Paulo (Sindcrep/SP), Paraná (Sindcrep/PR) and Rio de Janeiro (Sindcrep/RJ).

Where union relations are concerned, there are no relevant outstanding labor law claims against the CCR Group.
More than providing excellent service and being the benchmark in its sector, the CCR Group recognizes its responsibility for fostering a better quality of life for its users and other stakeholders. This commitment has been enshrined in CCR’s Corporate Social Responsibility policy and in its social investments, with or without tax incentives. Primarily within the highway concessionaires, projects and campaigns have invested in training more conscientious drivers, in culture, preventive health and fostering citizenship.

In 2010, we invested R$ 18 million in social projects that directly benefited over 2 million people. Of this total, R$ 26,000 arose from tax incentives (such as the Rouanet Law, the Sports Law and funds like FIA/FUM/CAD).

As part of the company’s sustainability project, several initiatives undertaken at the business units were mapped. The approximately 200 actions identified have different objectives, such as: relations and dialog, technology and innovation, regional development, mobility, management and results and socioenvironmental responsibility.

Of these, at least 70 will play a fundamental role in consolidating CCR’s vision of corporate sustainability in the years to come. Many, however, have not yet reached a corporate level. So CCR is working to align its on-going social and environmental responsibility programs and link them to the corporate strategy, so as to increase the potential impact of each one, in addition to encouraging the creation of new actions. Model initiatives, like the Estrada para a Cidadania (Highway to Citizenship) program focused on traffic education, have gained in importance and profile within the business units, while others of an ad-hoc nature will be renewed so as to be more consistent.

As it operates in regions with distinct socioeconomic characteristics, where its highways are quite often surrounded by low-income communities, CCR believes that these locations deserve special attention. Enshrined in 2006, the group’s social responsibility policy seeks to bring together long-lasting and periodic initiatives so as to create benefits, not only for the users, but also for the inhabitants of the approximately 100 municipalities through which its highways pass.

The major challenges facing us involve greater integration between the actions being developed at the business units – who have the autonomy to execute and maintain initiatives related to their regional context. The work of identifying the externalities associated with CCR (further reading in Sustainability Strategies) will cross the requirements and demands from the stakeholders with the planned action fronts.

SOCIAL INVESTMENT - 2010

<table>
<thead>
<tr>
<th>Investment</th>
<th>R$(mil)</th>
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<tbody>
<tr>
<td>Direct</td>
<td>4,969</td>
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<tr>
<td>Rouanet Law</td>
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<tr>
<td>Sports Law</td>
<td>2,170</td>
</tr>
<tr>
<td>FIA/Fumcad</td>
<td>2,170</td>
</tr>
<tr>
<td>Total</td>
<td>17,987</td>
</tr>
</tbody>
</table>

CCR Corporate Social Responsibility Policy Guidelines

> To assure shareholders that information is secure, transparent and ethical;
> To ensure a high standard of user service, free of discrimination on the
grounds of color, race, social status, sex and nationality;
> To ensure suppliers equality in bids and never enter into contracts with companies that use child and/or slave labor;
> To respect all concepts of the human and labor rights of employees and to ensure equality of opportunity for professional development;
> To take steps to maintain a sustainable environment in the concessions under CCR’s administration, respecting the legislation and adopting environmental offset measures, if required;
> To prevent the business from causing a negative impact on the communities where the company operates, in addition to maintaining a close and permanent dialog in order to avoid or resolve conflict between the parties.

(-) Close
CCR is proposing two central approaches to social investment: cultural programs intended for educating the communities surrounding the concessionaire highways in music, cinema, the theater and the circus, and citizenship programs ranging from traffic safety education actions, to others intended for preventive health and the prevention of sexual exploitation of children. Each business unit develops its own programs, except for those for application at corporate level.

**“Estrada para a Cidadania” (Highway to Citizenship)**

Conceived in 2001, the Highway to Citizenship program is active at all highway concessionaires of the group, having been elected by the International Bridge, Tunnel and Turnpike Association (IBTTA) the world’s best social responsibility program in the highway sector. Its intention is to impart among 4th and 5th grade public elementary school students notions and values that are capable of reducing traffic violence – responsible for 40,000 deaths on Brazilian soil in 2010, according to the Federal Highway Police, and 150,000 hospital internments a year, according to the Ministry of Health. The program also addresses environmental matters.

The main differential is the transversal teaching materials distributed free to the teaching units, and which is proposed to adapt to the subjects the students are taught. Also published in Braille for the visually impaired, the books are likely to be adapted for digital media before the end of 2011.

The training system begins with the receipt of the material and the prepping of the school teachers who pass on the content to the children in the classroom once a week, in addition to carrying out field activities such as “Crianças Amigas da Estrada” (Friends of the Road Children) – an educational drive in partnership with the Military Highway Police; “Cidadania na Estrada” (Citizenship on the Road), where students distribute written messages at toll gates; and “Arte nas Estradas” (Art on the Road), which awards prizes to works on socioenvironmental themes submitted by the children served.

Since its creation, “Estrada para a Cidadania” has become a model for good corporate social responsibility practices at CCR. In nine years over 49,000 teachers and 1.2 million Brazilian children have taken the program. In 2010, 149,000 children and 5,176 teaching staff from 1,599 schools in 72 municipalities crossed by the highways under our concessions took the program.

**Estrada para a Saúde (The Road to Health)**

Also in the accident prevention vein, but with the emphasis on improving truck drivers’ quality of life, the “Estrada para a Saúde” program is run by the CCR NovaDutra, CCR RodoNorte, CCR AutoBAAn, CCR ViaOeste and CCR RodoAnel concessionaires and attends to an average of 10,000 users a year.
however, it attended to more than 13,000.

The program has unified a series of on-going preventive health programs involving continuous monitoring of truck drivers. A survey carried out with highway users over the three years during which the program ran showed that 77% of these professionals are sedentary, while 85% have obesity problems. Besides this, 42% of them spend more than 12 hours at the wheel every day.

Among the services offered in mobile units, service stations and attendance centers located at truck driver rest areas, there are medical examinations, dental treatment, cardiac risk evaluation, cholesterol and blood pressure examinations, stress and body posture examinations and guidance for drivers on how to adopt better living habits. Doctors, nurses and other health professionals, in addition to volunteer students, participate in these consultations.

(-) Close

Humanized Birth

The program conceived by CCR RodoNorte is an example of how to adapt the company’s concerns to the characteristics of the region where it operates. Ongoing for nine years, the action is contributing to reducing infant mortality rates in the municipalities of Ponta Grossa, Apucarana, Pirai do Sul, Ortigueira and Imbui, in the State of Paraná. This joint program with local prefectures and the child welfare units of the municipalities and Campos Gerais intends to encourage mothers-to-be to arrange for proper pre-natal monitoring, and for those who can prove having attended at least six appointments at the public network during pregnancy, it provides a complete baby kit. On average, 500 kits are distributed each month. The program has benefited 31,000 mothers-to-be in eight years.

(-) Close

Na Mão Certa (On the Right Path)

Organized by Childhood Brasil, associated with the World Childhood Fund, and by Instituto Ethos de Empresas e Responsabilidade Social (Ethos Institute of Companies and Social Responsibility), the "Na Mão Certa” program seeks to address one of the most common problems on Brazilian highways: sexual exploitation of children and adolescents.

CCR intends to integrate the program and contribute to the fight against this crime in the regions where it operates by focusing on user awareness. To that end, the Corporate Pact was signed, led by Instituto Ethos and by Childhood Brasil, with the intention of establishing this theme within the social planning of Brazilian companies.

Today, around 800 companies have signed up to the pact. CCR was the first in the highway concessions sector to adopt it. Group employees provide guidance to truck drivers at rest points, so that they become agents in the fight against sexual exploitation of children and adolescents, in addition to attending to other users and providing guidance at the service bases. The theme is also frequently addressed in the "Giro nas estradas” and "Chapa” magazines distributed on the highways.

(-) Close
Taking advantage of the natural mobility of the highway concessions business, CCR has designed a series of itinerant actions to take culture, sport, leisure and educational content to young residents of the municipalities cut by the highways.

The company’s cultural incentive policy brings together programs serving all business units, such as Cine Tela Brasil. Since 2004, the program has visited 334 cities, offering over 4,000 movie sessions to 780,000 spectators. In 2010, the public was approximately 85,000.

Besides the free sessions – where the occupancy rate is 88%, the highest in Brazil – audiovisual workshops are organized, including notions of photography, sound tracks, sceneries, post-production, scripts and editing. Part of the pedagogical content of these activities can be found in the Tela Brasil Portal, which also shows the project schedule, virtual workshops and notices about competitions and school materials intended for elementary and high schools.

An additional important cultural project which will have been five years in existence in 2011 is the “Circo Roda”, which, as the name suggests, aims to value circus art through sponsorship granted to the “Parlapatões” and “Pia Fraus’” circus groups that visit the municipalities striding the highways under CCR concession to present shows. The artistes are currently performing the show DNA, the third since the project began.

Each of the company’s business units also develops specific cultural programs. CCR AutoBAn, for example, sponsors the “Guri” (Kids) project intended to provide musical training for 1,100 young people in the Campinas region, the “Basquete – Treinando para a Vida” (Basketball – Training for Life) project that attends to 300 children, and the “Tênis Sobre Rodas” (Tennis on Wheels) project that fosters inclusion in sports by attending to 80 wheelchair-bound athletes.

Using the Rouanet Law, CCR NovaDutra is also benefiting 22,000 children and adolescents of the municipal school network of Barra Mansa, located in the south of the State of Rio de Janeiro, through the “Música nas Escolas” (Music in School) project, which provides musical education for students ranging from pre-school to the end of elementary school.

Democratic access to culture is being made possible thanks to the “Festa do Teatro” (Theater Festival) organized in São Paulo and Rio de Janeiro, which distributes free tickets to shows on the circuit in both capitals. The three editions that ran until the end of 2010 distributed over 70,000 tickets to the public. The event is organized by the “Parlapatões” group, Chaim Produções and J. Leiva Cultura & Esporte, and is sponsored by CCR under the Rouanet Law.
Formally participating in 18 groups, institutes and organizations associated with its business, the CCR group strives for dialog and interaction with the other companies and units operating in Brazil. Its aim is to contribute to responsible discussions concerning the path to be taken by the road transport and mobility segments.

The highway sector-related entities include the National Association of Cargo Transport and Logistics (NTC&Logistica), the Brazilian Association of Highway Concessionaires (ABCR) and the Brazilian Vehicle Institute (see the full list below).

The value attached by the CCR Group’s senior management to socioenvironmental matters led it to yet another important affiliation in early 2011: the company became affiliated to the Brazilian Business Council for Sustainable Development, local acronym CEBDS, the Brazilian arm of the World Business Council for Sustainable Development (WBCSD).

Founded in 1997, the CEBDS brings together Brazilian business groups whose strategies include advanced socioenvironmental responsibility policies. Together these companies account for 40% of Brazil’s GDP and generate 600,000 direct jobs, and play an essential role in consolidating management policies that lead to sustainable development.

Together with the 50 local councils affiliated to the WBCSD, which represents 185 multinational groups responsible for annual revenues of US$ 6 trillion, the CEBDS belongs to a network that seeks to impart a new way of doing business, committed to the perpetuity and sustainability of economic activity in tune with the environment.

**Principles of the Global Compact**

CCR also adhered to the principles of the Global Compact in the first half of 2011. The Global Compact is a United Nations (UN) initiative that gathers companies, workers and the civil society to promote sustainable growth and citizenship.

The adhesion represents an even stronger commitment by the Company in the promotion of sustainable development. The signatory organizations of the Global Compact undertake to regularly disclose their actions on 10 principles related to Human Rights, Rights at Work, Environmental Protection and Corruption.

CCR’s evolution in each of these indicators will be annually reported with the Sustainability Report.

For more information, please visit www.pactglobal.org.br.

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<tr>
<th>Name</th>
<th>Abbrev.</th>
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<tr>
<td>Associação Brasileira de Companhias Abertas (Brazilian Association of Publicly Quoted Companies)</td>
<td>ABRASCA</td>
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<td>Associação Brasileira de Comunicação Empresarial (Brazilian Association Business Communication Association)</td>
<td>ABERJ</td>
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<td>Associação Brasileira dos Empresas de Concessionária de Rodovias (Brazilian Association of Highway Concessionaire Companies)</td>
<td>ABCR</td>
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<td>Associação Brasileira de Infraestrutura e Indústria de Base (Brazilian Association of Infrastructure and Basic Industries)</td>
<td>ABIDIB</td>
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<td>Associação dos Analistas Profissionais de Investimento do Mercado de Capitais de São Paulo (São Paulo Association of Professional Capital Market Investment Analysts)</td>
<td>APIMEC/SP</td>
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<td>APIMEC/MG</td>
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<td>Associação dos Analistas Profissionais de Investimento do Mercado de Capitais de São Paulo (Southern Region Association of Professional Capital Market Investment Analysts)</td>
<td>APIMEC/Sul</td>
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<td>Assoc. Nacional de Transportes de Cargas (National Cargo Transport Association)</td>
<td>NCT&amp;Logística</td>
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<td>Associação Brasileira das Empresas de Concessionária de Rodovias (Brazilian Association of Road Concessionaire Companies)</td>
<td>ABCOR</td>
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<td>BM&amp;F BOVESPA S.A.</td>
<td>BOVESPA</td>
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<td>American Chamber of Commerce</td>
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<td>Center for Industries in the State of São Paulo</td>
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<tr>
<td>The Brazilian Securities Commission</td>
<td>CVM</td>
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<td>Brazilian Business Council for Sustainable Development</td>
<td>CEBDS</td>
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<td>Regional Administration Council of São Paulo</td>
<td>CRA-SP</td>
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<td>Regional Engineering Council of São Paulo</td>
<td>CREA-SP</td>
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<tr>
<td>Fundação de Amparo a Pesquisa do Estado de S. Paulo (Research Support Foundation of the State of São Paulo)</td>
<td>FAPESP</td>
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<td>International Bridge, Tunnel and Turnpike Association</td>
<td>IBTTA</td>
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<td>Brazilian Institution of Finance Executives</td>
<td>IBEF</td>
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<td>Brazilian Institute of Corporate Governance</td>
<td>IBGC</td>
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<tr>
<td>Instituto Brasileiro Veicular (Brazilian Vehicle Institute)</td>
<td>IBV</td>
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Given the huge flow of users on its highways – in 2010 alone, around 868 million vehicles* used the group’s concessionaires – and having further expanded its public by gradually inaugurating Yellow Line 4 of the São Paulo Subway, not to mention the services provided by Controlar and STP, CCR believes it needs to be alert to user demands and to know how to respond to these efficiently and quickly.

That is why part of its User Service Management policy involves maintaining services cycle based on communication, exchanges of experiences and constant investment in innovation. It expects to offer those traveling on the group’s highways a safe and comfortable journey, showing the direct benefits of the concessions system for road transport in Brazil.

*The measure makes allowances for equivalent vehicles: light vehicles plus heavy vehicles (commercial vehicles like trucks and buses), multiplied by the respective number of axles charged. One light vehicle is equivalent to one axle of a heavy vehicle.

Investments and services
In 2010 we invested R$ 951.2 million in maintaining and improving the highways under concession – those where the volume was greatest were AutoBAn (R$ 223 million), CCR NovaDutra (R$ 175.3 million) and CCR ViaOeste (R$ 101.2 million). An additional R$ 240.2 million were invested by ViaQuatro in urban mobility, when Yellow Line 4 of the São Paulo Subway became operational.

Preserving lives, while at the same time avoiding problems like traffic jams, accidents and risks to the health and well-being of our users is the principle behind the services we provide on the highways. Programs such as “SOS Usuário” (User SOS), offering 24-hour service on the highways of all concessionaires, plus the Ombudsman and “Fale Conosco” (Contact Us) services available on the highways are receiving special attention.

“SOS Usuário” is a system ready to attend to different incidents – from accidents to mechanical breakdowns and incidents involving animals. The service operates 24 hours a day and can be called up using telephones along the highways, and provides light and heavy towing services, ambulances, a vehicle for catching animals and a water tanker for fighting outbreaks of fire.

The rescue teams are multiprofessional and are trained in safety and pre-hospitalization procedures, in addition to undergoing a physical conditioning program.

The ombudsman is available at all concessionaires, as well as at ViaQuatro, Controlar and STP. By telephone, e-mail, in person (at the toll gates and administrative headquarters), or using the forms available on the Internet, users can raise matters and suggest solutions for improving the services rendered.

More users, lower tolls
Toll charges are the principal source of funds for the concessionaires to cover their expenses and invest in road works to improve, expand and conserve the roads. The tariffs charged also involve the costs of services like “SOS Usuário”, taxes and granting rights, which is a kind of rent paid to the granting party for account of the concession.

In consideration of the investments made in improving the roads, CCR adjusts the toll value based on indices like the General Market Price Index, or IGPM,
published by the Getúlio Vargas Foundation, but without losing sight of the possibility of distributing it equitably along the highways so as to benefit a wider public.

In January 2010, for example, the amounts charged at toll gates on the Castello Branco highway of CCR ViaOeste were reduced by up to 57%, following reconfiguration of the toll structure. The change included a series of road works to improve vehicle flow in the region between São Paulo and the municipalities of Jandira, Itapevi, Barueri and Osasco. Previously, those using the express carriageway of the Castello Branco to leave or access São Paulo were exempt from charges. This meant that the tolls at the gates on local carriageways varied from R$ 6.50 to R$ 11.20. Studies carried out by CCR showed that charging tolls on all carriageways would allow a reduction in tariffs, with fairer distribution of costs among highway users.

With the installation of new toll gates, the price rose to R$ 2.80 and R$ 5.60, while the volume of users rose by 69%. In other words, more users paying less to enjoy all the benefits of traveling in greater comfort, faster and with better support and safety.

(-) Close

Service
CCR NovaDutra
0800 017 3526
www.grupoccr.com.br/novadutra

CCR AutoBan
0800 055 5550
www.grupoccr.com.br/autoban

CCR ViaOeste
0800 701 5555
www.grupoccr.com.br/viaoeste

CCR ViaLagos
0800 702 0124
www.grupoccr.com.br/vialagos

CCR Ponte
(21) 2620-9333
www.grupoccr.com.br/ponte

CCR RodoNorte
0800 42 1500
www.grupoccr.com.br/rodonorte

Renovias
0800 055 9696
www.renovias.com.br

CCR SPViás
0800-7035030
www.spvias.com.br

Other companies
ViaQuatro
0800 770 7100
www.viaquatro.com.br
ouvidoria.viaquatro@grupoccr.com.br

Controlar
(11) 3545-6868
www.controlar.com.br
faleconosco@controlar.com.br

STP
0800 015 0252
www.viafacil.com.br

(-) Close
Service concession highway users well does not just depend on providing smooth surfaces and proper traffic conditions and structure, but also keeping them abreast of business-related matters such as tourism, safety, travel, the car trade, health and well-being. Thus CCR has two strategic publications for getting closer to and having a more open relationship with motorists: the magazines "Giro Das Estradas" and "Amigo Chapa do Caminhoneiro" (Chapa), which together have a print run of 450,000 copies.

Distributed at toll gates, rest areas and service sectors, the bimonthly magazines serve different readers: the first, in existence for six years, is intended for the domestic motorist, and besides articles on tourism and road safety, contains highway services and maps. "Chapa", first published four years ago, is intended for truck drivers, providing them with health tips and sharing their fellow drivers' experiences and stories.

Besides the printed support, the editorial content is also available on-line on the CCR Group site.

**Conditions of the highways**

Informing users about the best routes is also part of CCR's policy. To do so, on-line bulletins with traffic conditions on the highways are available on the sites of the concessionaires. The system is managed by the Operational Control Center (CCO) teams, and advises on holdups, stretches where traffic is slow and points where road works are in progress. In certain cases like CCR AutoBaía, ViaOeste and Ponte, live camera footage captures traffic on critical stretches of highways.
User satisfaction with the services rendered by CCR is continually monitored and evaluated, and the results influence each concessionaire’s strategy in terms of services and improvements. The most recent evaluation held in 2010 by the DataFolha Institute showed a high level of overall motorist satisfaction with the concessionaires CCR NovaDutra and CCR ViaLagos, with 74% and 60%, respectively, but indicated a decline in approval of the other units, averaging between 53% (CCR Ponte) and 65% (CCR RodoAnel and CCR AutoBAn) (see box).
With the commencement of subway operations, we were able to evaluate the acceptance of subway yellow line 4. The initial results have been positive. A survey carried out by Ibope (the Brazilian Institute of Public Opinion and Statistics) between August 31 and September 1 at the Paulista and Faria Lima stations showed that user approval stood at 99% (see box).