

CCR in 20 years

Group companies in 1999

Roads

Companies	Participation
CCR Ponte	100%
CCR NovaDutra	100%
CCR RodoNorte	86%
CCR AutoBAn	100%
CCR ViaLagos	100%

5 Businesses

R\$ 1.9 billion
in revenue

The portfolio diversification and the conquest of new concessions abroad mark the CCR Group's trajectory during two decades

Group Companies in 2019

Roads

Companies	Participation
CCR NovaDutra	100%
CCR ViaLagos	100%
CCR RodoNorte	87.2%
CCR AutoBAn	100%
CCR ViaOeste	100%
Renovias	40%
CCR SPVias	100%
ViaRio	66%
CCR MSVia	100%
CCR ViaSul	100%
CCR RodoAnel	99.58%

26 Business

R\$ 10.8 billion
in revenue

Urban Mobility

Companies	Participation
ViaQuatro	75%
CCR Barcas	80%
VLT Carioca	74.87%
CCR Metrô Bahia	100%
ViaMobilidade Linhas 5 e 17	83.3%
ViaMobilidade Linha 15*	80%

* Under homologation.

Services

Companies	Participation
CCR Actua	100%
CCR Engelog	100%
CCR EngelogTec	100%
SAMM	100%

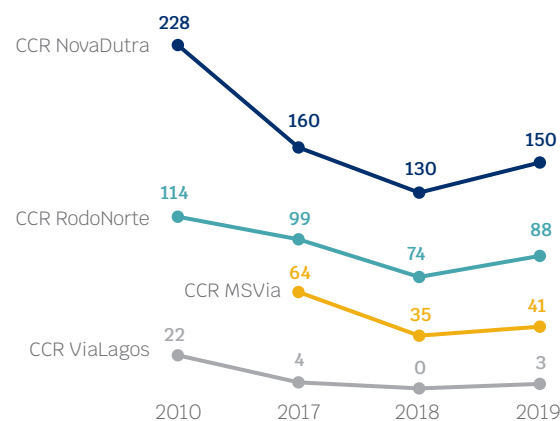
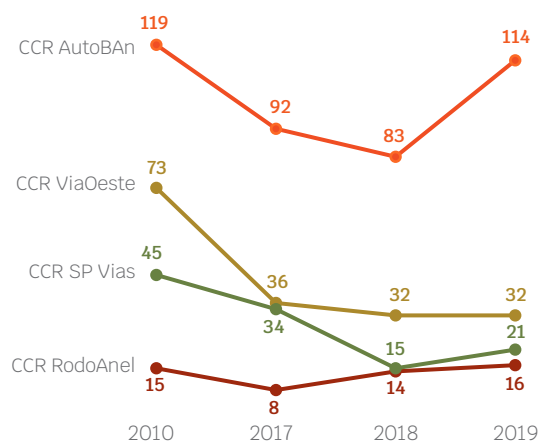
Airports

Companies	Participation
Quiport	50%
Aeris	97.1%
Curaçao	79.8%
BH Airport	38.2%
TAS	70%

2.2 million
vehicles per day on
managed roads

4,788 km
of optical
fiber

Accidents with fatalities on the roads

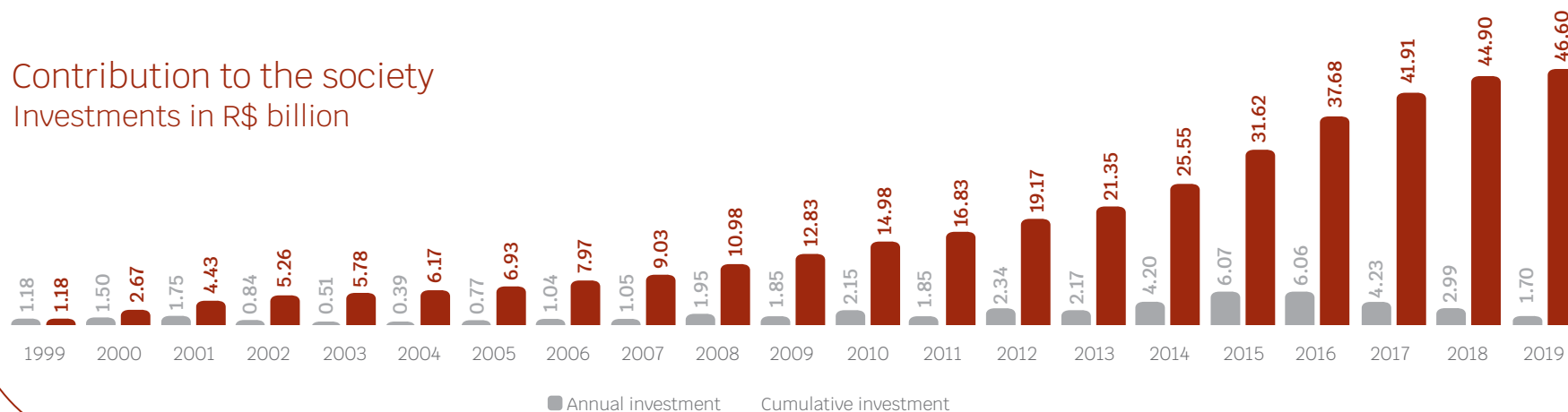


The graphs show the evolution of accidents with fatal victims since 2010, when we started implementing the Accident Reduction Plan (ARP) in line with the guidelines of the “Decade of Road Safety” movement, proposed by the UN.

CCR MSVia became part of the portfolio in 2014, so there is no data on accidents before that period.

CCR ViaSul became part of the portfolio in 2019. That year, 34 accidents with fatalities occurred.

Contribution to the society Investments in R\$ billion



2019 Highlights

R\$ 9.5 billion
in net revenue*

*Does not include
construction revenue

R\$ 1.4 billion
in net
profit

R\$ 5.8 billion
of adjusted EBITDA**
61% margin

**Calculated excluding non-cash expenses: depreciation
and amortization, provision for maintenance and
appropriation of prepaid expenses from the grant

In 2019, CCR invested in improvement
works, maintenance and purchase of equipment
for the units

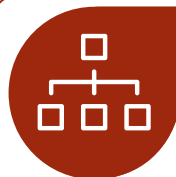
R\$ 1.7 billion invested

R\$ 2.1 billion
in taxes collected

R\$ 386.7 billion
paid in grants

R\$ 7.1 billion
in operating costs and
administrative expenses

R\$ 1.05 billion
paid in wages
and benefits



Review of corporate governance structure and policies

- **Restructuring** of the Advisory Committees to the Board of Directors, Executive Board of the CCR Group and Business Divisions
- **Review** of the Bylaws, creation of new corporate policies (policy of consequences, corporate risks, interaction with public agents and others) and review of all existing policies (transaction with related parties and others)
- **New decision-making model:** more transparent and agile, privileging shared decisions

Structuring
the corporate
risk matrix

Compliance
assessment in
9 units in Brazil and
2 abroad

Review
of Variable
Remuneration
Policy and Goals



2019 Highlights



Conquest

of the Monorail
Line 15-Silver concession
in São Paulo

Increase of participation

at Concessionária do
VLT Carioca S.A. Now,
the company holds
control of the consortium,
with **74.87%**

447.7 MWh
saved with
eco-efficiency
projects

Airport Council International (ACI) Accreditation Program

BH Airport

a pioneer in Brazil, has
the ICA Level 2 and ISO
14.064-1 certification
(greenhouse gas emissions)

Aeris

1st in Central America to
obtain Level 2

CAP (operator of Curaçao Airport)

holds Level 1 of ACI

Quiport

Quiport obtained
Level 3 (Optimization)

25.7%
reduction
in waste
generation

**Signing of the
Contract** for
the Rodovia de
Integração do Sul
(Concessionária das
Rodovias Integradas
do Sul S.A.)

