



Annual &  
Sustainability  
Report  
**2018**



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# Message from the Chairman of the Board of Directors

## **Recognized for its capacity for**

innovation, respect for sustainability and the ability to generate value for society and in the market, CCR Group has always been recognized for the quality of its governance structure, as the first company listed in the B3's Novo Mercado index.

In 2018, this appreciation for transparency and respect for its stakeholders was renewed through CCR Group's involvement in one of the phases of Operation Car Wash. On this occasion, CCR Group was faced with the dual challenge posed by the natural demands of the business and market along with the primary need to review internal practices, resulting in significant changes to its management structure, which was readapted to fulfill the most modern aspects of corporate governance.

This event led the Board of Directors to react swiftly and firmly, with the goal of analyzing every press report, creating an Independent Committee on which renowned members served and were tasked with performing a meticulous and in-depth investigation. Once this work was done, new and better practices were and have been adopted, including advising from external consultants, which has also resulted in the reallocation of employees.

## **Market**

Despite the demands on time and structure caused by the aforementioned events, CCR has maintained its historical performance in seeking to grow and create value for its shareholders, in Brazil and abroad.

In 2018, new concessions were gained and existing concessions were expanded. In São Paulo, ViaMobilidade was created after winning two bids: for the metro system and the monorail. In Rio Grande do Sul, CCR ViaSul was established to take charge of managing the Integração do Sul Highway for 30 years. In parallel, we have maintained the highest standards of operational quality for which CCR Group has been recognized.

We understand that better integration between the private sector and grantor authorities as well as the release of infrastructure projects that had been halted after a period of economic crisis will provide our business with renewed opportunities.

## **Governance and management**

CCR Group reaffirms its commitment to basing its activities and businesses on a corporate governance structure that is aligned with the best practices in the market.

The company is managed by a Board of Directors on which independent members serve, with advising from Technical and Advisory Committees and from a professional Executive Board. These bodies always work to create value for shareholders, respecting the interests of our employees, partners and customers, while also respecting the environment.

When the media reported on alleged events that may have involved CCR Group, the Board of Directors immediately established an Independent Committee, with the aim of providing broad and unequivocal clarification on the facts reported.

Four members (two independent and two outside members) served on the Independent Committee, which was advised by national and international law firms and by a foreign company specialized in corporate investigations.

Over ten months, the Committee worked with complete independence and all of the resources necessary to perform a detailed assessment of CCR Group processes and practices.

Even before the Independent Committee finalized its work and submitted its recommendations to the Board, the Program to Identify and Develop Strategic Leaders, which started in 2014, was continued.

Along these lines, a decision was made to create two Senior Vice Presidents: Compliance and Corporate Management.

The first reports directly to the Board of Directors and was occupied by Pedro Sutter, recruited in the market as Eduardo de Toledo, who will include in the Vice-Presidency of Corporate Management the Finance, Legal, Investor Relations, Planning and Control and Corporate Development areas.

In December, the work of the Independent Committee came to an end, with its conclusions and recommendations being duly presented to the Board of Directors, which immediately decided to: (i) address all of the recommendations highlighted by the Independent Committee; (ii) carry out a continual training program for administrators and employees regarding the conduct rules and recommendations to be adopted by CCR Group; (iii) reassess all internal company policies, as well as the Code of Conduct and Ethics, based on the conclusions of the investigative work done; and (iv) monitor measures approved at all regular meetings of the Board of Directors.

Next, and continuing the investigative and cooperative work done with public authorities, two agreements were reached that are extremely relevant to regular development of CCR Group business: an Agreement for Resolution of Dispute was signed with the São Paulo State Prosecution Office in November 2018, and in 2019, a Leniency Agreement was signed with the Federal Prosecution Office.

CCR Group ended 2018 working toward wide-ranging changes and ready to take on challenges, highlighting the achievement of new business, its increased stake in strategic units and enhancement of governance practices and its internal controls.

With the firm belief that there will be continued movement toward growth in 2019 through investment and innovation in infrastructure projects, CCR is reiterating its profound respect for its many stakeholders, always connected to its unshakeable commitment to continued improvement, sustainability and the capacity for transformation.

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

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## Message from the CEO

**CCR Group is reaching its 20-year** anniversary with a trajectory marked by a pioneering spirit and its consistent growth. Today's Brazil is, in many respects, different and more complex than it was in 1999, when our shareholders made the unprecedented decision to join the assets, they held in toll concessions to create a holding with well-defined plan for generating long-term value.

The decision to go public as the first company to enter the Novo Mercado, a recently-created at the time stock market segment that advocates for special corporate governance practices, was an important demonstration of the commitment to transparency and integrity within our business model. Unfortunately, we had problems that came to the public recently that required painful measures, but which are being addressed through appropriate agreements with the public agencies and that release the company to continue its development cycle based on the growth and diversification of the portfolio, internationalization and in the evolution of economic and financial results.

In the Brazil of 2019, governance at any company, regardless of size and industry, needs to consider three pillars: sustainability, innovation and compliance. These topics are found in all CCR Group activities and decision-making processes, reinforced by robust policies and processes.

We made even more advancements in compliance management in 2018, with the creation of the Office of the Vice President of Compliance, a position that was not established under the leadership organizational chart when CCR Group was created. We therefore strengthened the Integrity and Compliance Program (ICP), implemented since 2015, which has been important to spreading a culture of compliance among all employees.

As a signatory to the Global Compact and other voluntary corporate commitments, CCR Group incorporates sustainability into strategy and investment decisions. We go beyond institutional support for these initiatives, placing actions of social and environmental responsibility alongside economic and financial assessment of investments in concessions. The consolidation and growth of CCR Institute, which will celebrate its five-year anniversary, alignment of management with Sustainable Development Goals, and employee and supplier engagement, among other actions, have made this purpose a reality.

Innovation drives generation of value and goes far beyond digitalization and new technologies. For us, innovating is changing and enhancing processes, testing and finding different and better ways of doing what we do, therefore adding more efficiency, quality and agility to the services we provide.

These are the CCR Group professionals that sustain the growth of business. The qualification of people and their ambition to overcome challenges have allowed the planning defined by shareholders 20 years ago to be successfully executed. The employees taking on new positions, mostly stemming from our own units, have the same determination to continue moving towards strategic goals.

In 2018, we showed our growth potential with the acquisition of two new concessions and the expansion of our participation in others that were already part of our portfolio. With ViaMobilidade, which manages the São Paulo metro's Line 5-Lilac and monorail's Line 17-Gold, and CCR ViaSul, which will hold the Rodovia de Integração do Sul concession for 30 years, we are showing how competitive we are. Along with the increased participation in Aeris, the Costa Rica airport operator, and other movements made in 2018, we are strengthening CCR Group's ability to generate value and maintain the long-term growth of business.

The country started off 2019 with an even greater need to invest in infrastructure, following a period of sluggish economic growth. Private initiative, in partnership with concession authorities, is a powerful vector for making solutions viable that will improve toll roads, airports and mobility systems to free major urban centers of gridlock. We are ready and fortified for new opportunities, both in Brazil and abroad.

“In 2018, we showed our growth potential with the acquisition of two new concessions and the expansion of our participation in others that were already part of our portfolio”



**Leonardo Couto Vianna**  
CCR Group CEO

# About the report

## The CCR Group's 2018 Annual & Sustainability

Report transparently reports key results, lessons and business perspectives to the market. One of the pioneers in adopting the integrated reporting framework (IIRC – International Integrated Reporting Council), the company also follows the principles of the Global Reporting Initiative (GRI) and other market parameters, such as questionnaires from the B3 Corporate Sustainability Index (ISE) and from the Carbon Disclosure Project (CDP), as well as references for drafting this report.

Information presented in these publications covers the period of January 1 to December 31, 2018, and was collected from various areas and company units and validated by the Executive Board. In an effort to continually improve accountability, every year we incorporate enhancements into the report as a result of external document assessment processes, including formal feedback from IIRC on the report and gaps identified in the annual ISE qualification process.

In 2018, we made especially important progress with the GRI Guidebook. This document, which has been submitted to external verification every year since 2012, was formally approved by the Board of Directors, while making resolutions on the company's financial statements. We also submitted the GRI Guidebook to a newly launched GRI content assessment: Stakeholder Engagement and Materiality Disclosure Review.

CCR Group's Annual & Sustainability Report is important communication tool with our stakeholders, especially capital providers, so that they have access to precise and objective information on how the company manages risks and assesses opportunities to generate integrated value and the fortification of the positive impacts of its business model. We would like to thank everyone who contributed to the allowing this Annual & Sustainability Report to reach all of our stakeholders.

Cordially,  
**CCR Group Executive Board**



**Click here**  
for more information, and  
access the GRI Guidebook.

## Materiality matrix

The material themes that guided the report are unchanged in relation to the previous year and were defined after a wide-ranging process of internal and external engagement and of managerial maturity on these topics. Prioritization of themes began with direct engagement and analyses of documents, done in 2016. The main criteria for this were the risks and opportunities associated with each topic, the significant impacts of Group activities and the relationship between these aspects and the Sustainable Development Goals (SDGs).

Engagement aimed specifically at updating the materiality matrix in 2016 involved two different approaches. On the one hand, the various stakeholders prioritized in the workshop held with managers were asked to respond to an online questionnaire. This garnered 170 responses from employees, local communities, investors, suppliers, the press, the government, NGOs and users, among others. In parallel, one-on-one interviews were conducted with nine CCR Group executives and 12 external specialists.

During 2017, there was no direct engagement with stakeholders aimed specifically at the materiality matrix, which was revised and updated based on formal feedback from the IIRC in relation to the 2016 report and on inquiries received daily by the company from investors and rating agencies. CCR Group is looking at carrying out a broad new process of revising the materiality matrix for 2020 or 2021, after the new organizational structure is adequately incorporated into the business model and reflects an environment conducive to surveying stakeholder expectations and demands.

In an effort to serve the informational needs of different stakeholders, CCR Group discloses a set of publications in providing accountability of its management:

### Annual & Sustainability Report

Covers all businesses in which the company holds a stake and presents a narrative that is more aligned with the IIRC, connecting the generation of value by the business model with the main achievements and strategies of the business.

### GRI Guidebook

Only considers units where CCR Group holds operational control. Responses to the various GRI indicators are listed for these units according to their materiality. It does not contemplate the operations abroad.

### Online version

Website with accessibility resources and summarized report content, providing a more concise and interactive alternative of the publication.

### Report on Activities of the CCR Institute

Publication focused on CCR Institute activities, published for the second year in a row.

### Summarized versions

Two adaptations of content and report formats, prioritizing themes and highlights relevant to employees and to institutional stakeholders.

### Communicative version of the greenhouse gas inventory

To be published in June 2019, after the technical inventory drafted within the context of the Brazilian GHG Protocol Program is finalized, as a simpler and more illustrative report of the CCR Group's main advances and challenges in managing the topic of climate change.



## Click in the material topics

to better understand the aspects covered in each of them and their correlation with main global agendas for the sustainability management and reporting.

### Related Global Compact Principles



Respect for human rights



Non-participation in human rights violations



Support for freedom of association



Eradication of forced labor



Abolishment of child labor



Elimination of discrimination



Approaching environmental challenges



Environmental responsibility



Diffusion of environmentally friendly technologies



Fight against corruption

### Related IIRC capitals

FINANCIAL CAPITAL



MANUFACTURED CAPITAL



HUMAN CAPITAL



INTELLECTUAL CAPITAL



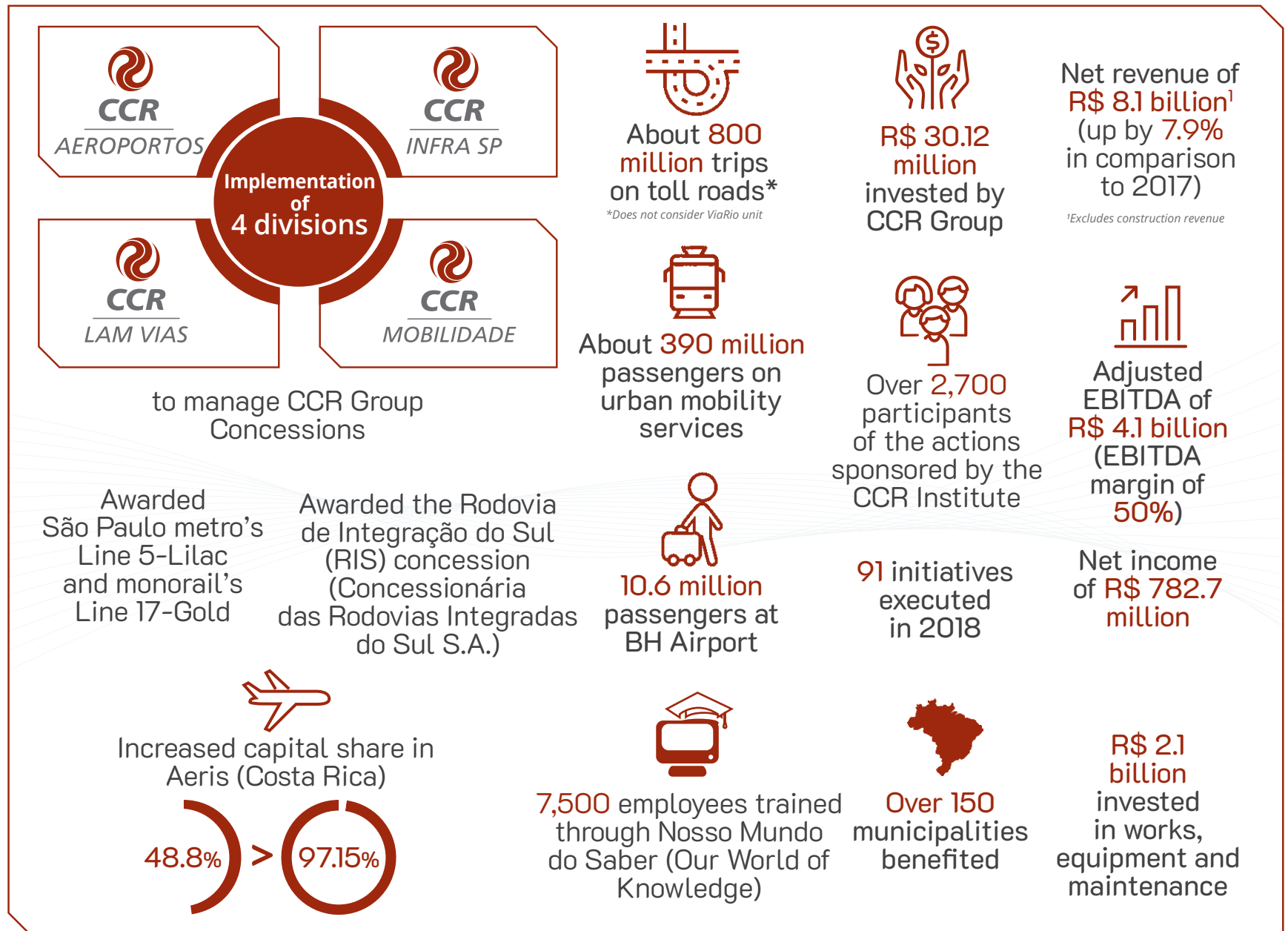
SOCIAL & RELATIONSHIP CAPITAL



NATURAL CAPITAL



# Highlights in 2018



# CCR Group

## CCR Group was made up of six toll road

concessions in 1999, when the company was created to make solutions feasible for investments and infrastructure services. Twenty years after shareholders made this innovative and pioneering move, the portfolio now has 21 business units operating in management of toll roads, urban mobility systems and airports, in Brazil and abroad. The company moreover has four services businesses and the CCR Institute.

Over two decades, the annual net revenue (excluding construction revenue) was up 10-fold, totaling R\$ 8.1 billion in 2018. The Shared Services Center – made up of CCR Actua, CCR Engelog and CCR EngelogTec – consolidated as a competitive edge, providing more efficiency and productivity to business management in every transportation mode managed. The CCR Institute, which is celebrating its five-year anniversary in 2019, has become CCR Group's main platform for social investment and has grown its operations abroad.

In 2018, new concessions were acquired by CCR Group. In the urban mobility segment, the company was awarded São Paulo metro's Line 5-Lilac and monorail's Line 17-Gold (under

construction), both operated by ViaMobilidade. The toll road portfolio grew with the addition of Rodovia de Integração do Sul (RIS) a 473.4 kilometer stretch in the state of Rio Grande do Sul, managed by CCR ViaSul. In addition, CCR Group took over control of Aeris, which manages the largest airport in Costa Rica, increasing the concessionaire's capital share to 97.15%.

The expansion and diversification of the portfolio show how accurate the strategy adopted by CCR Group has been in reorganizing the administration and management of its concessions. In July 2018, Project Think Again (Projeto Repensar), which began in 2016, in the implementation of four divisions responsible for the development of current businesses, distributed by distributed by business segment, and prospecting opportunities that allow the company to find qualified growth in Brazil and abroad.

These new divisions are CCR Aeroportos, CCR Infra, CCR Lam Vias and CCR Mobilidade. See the map on page 12 to learn more about the concessions portfolio and each area of operation.

## CCR Institute Highlights in 2018

 <p>R\$ 30.12 million invested by CCR Group</p>	 <p><b>Estrada para a Saúde</b></p> <p>22,600 truck drivers served in the Estrada para a Saúde (Road to Health) program</p>	<p>259,700 students benefited in the Caminhos para a Cidadania (Paths to Citizenship) program</p>  <p><b>Caminhos para a Cidadania</b></p>
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## MANAGING SOCIAL INVESTMENTS

Promotion of socioeconomic and cultural development in the regions where CCR Group operates is done through strategic articulation by the CCR Institute, created in 2014 as a non-profit public interest civil society organization (OSCIP). The Institute works with everything from direct investments in social projects to supporting partner organizations' initiatives using tax incentives and promotion of educational campaigns. The CCR Institute will soon celebrate five years of work, showing how important it is to optimizing direct social investments and investments made through tax incentives, to build the reputation of the CCR Group brand and to generate social value in community relations.



**Instituto CCR**

## Map of operations

Click the map caption to know the location and scope of the operations of the CCR Group



## Achievements in 2018

The CCR Group continued its strategy of qualified growth and diversification of business in 2018. The company's portfolio was increased after gaining two new concessions: one in urban mobility and another in the toll road segment. The CCR Group furthermore increased its presence abroad in the airport segment. See the details of each new business gained in 2018.

### ViaMobilidade

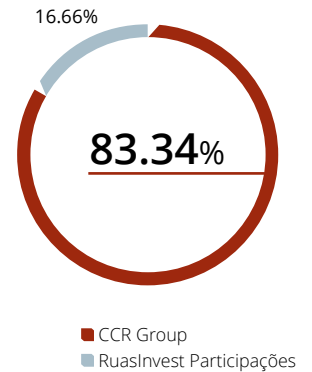
In January 2018, the ViaMobilidade consortium, led by CCR Group with its 83.34% share, won an international call for bids put out by the State Secretariat of Metropolitan Transport to operate São Paulo metro's Line 5-Lilac and monorail's Line 17-Gold. On August 4, ViaMobilidade took over management of the 20-year concession.

Line 5- Lilac crosses 11.5 kilometers and 17 stations, one of which is set to open in 2019. It began operating its first route in 2002, and since 2018, it has been interconnected with Line 1-Blue and Line 2-Green, connecting the city of São Paulo's South Zone with its greater central area.

Line 17-Gold of the monorail is currently under construction and will connect with Line 5-Lilás. One of the main differences of this metro line will be its connection to Congonhas Airport, one of the country's busiest regional airports.

Since the concession began, employees have already received over 32,000 hours of training to deal with topics such as quality in service provided, safety, communication of abnormalities and other aspects important to the operation.

### SHAREHOLDER CONTROL VIA MOBILIDADE



Click here and go to site to learn more. You can also call 0800 770 7106 or send an email to [ouvidoria@viamobilidade.com.br](mailto:ouvidoria@viamobilidade.com.br)

## CCR Group history

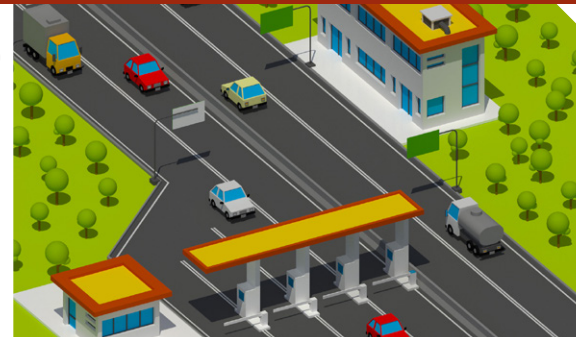
The history of CCR Group has progressed together with the development of Brazil's infrastructure concessions program. In 20 years, the company has contributed to the generation of wealth and the sustainable development of Brazil.

### 1995

At 13.2 kilometers long, the Rio-Niterói Bridge (BR 101-RJ) was the first federal toll roads concession given to a private company. CCR Ponte began the 20-year contract on June 1, 1995, making important investments to improve traffic and safety conditions between the Rio de Janeiro's two main economic centers.

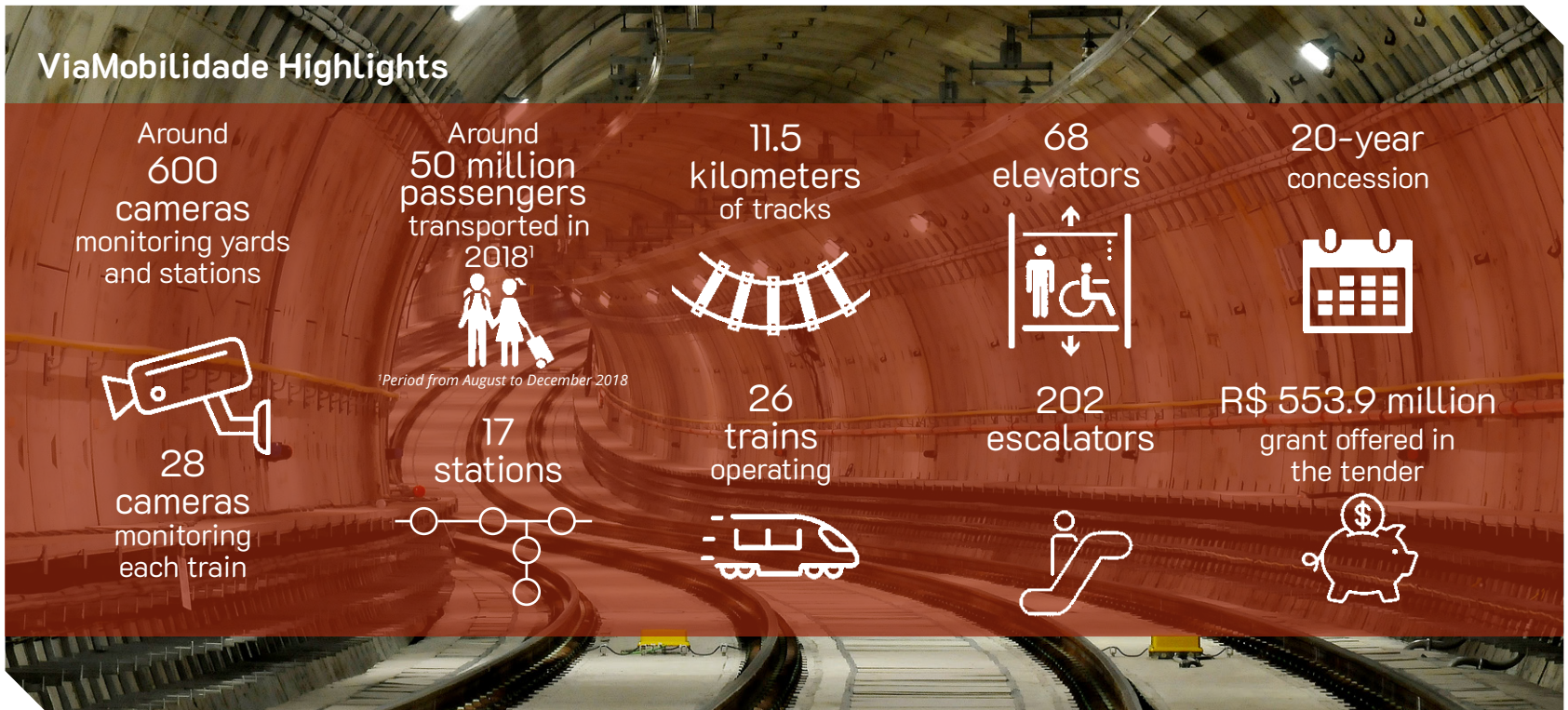
### 1996

CCR NovaDutra was given a 25-year concession for a stretch of toll roads between Rio de Janeiro and São Paulo on the BR-116 Highway. Since then, the concessionaire has invested over R\$ 5.8 billion in projects that include paving, new pedestrian overpasses, bridges and viaducts. That same year, CCR ViaLagos, which manages the Rodovia dos Lagos (RJ-124), was constituted. This toll road, which connects the main tourism regions of the state of Rio de Janeiro, was doubled in size and extended to the municipality of São Pedro da Aldeia.



### 1997

The CCR came to Paraná with CCR RodoNorte. Over a total of 487 kilometers of managed roadways, the company made investments to improve traffic conditions in one of the biggest agricultural and industrial hubs in the country.



## CCR Group history

### 1998

CCR grew its operations in the State of São Paulo, with the arrival of CCR AutoBAn, in charge of managing the Anhanguera-Bandeirantes system. The investments made in this complex, from approximately R\$ 7.6 billion until 2018, have turned the toll roads into a quality reference for users. That same year, CCR ViaOeste (then owned by other shareholders) acquired a concession for the Castello-Raposo system, the main axis connecting the capital with western São Paulo. Around 600,000 vehicles per day travel along its approximately 170 kilometers.

### 1999

The shareholders that held the participation in the federal and state toll roads concessions CCR AutoBAn, CCR NovaDutra, CCR RodoNorte, CCR ViaLagos and CCR Ponte created the CCR Group, which now holds a direct stake in these companies. This was how the holding was formed, set up to make solutions feasible for investments and services in infrastructure and to contribute to Brazil's sustainable growth.



### 2000 to 2002

CCR Group received registration to become a publicly traded company from the Comissão de Valores Mobiliários – CVM (Brazilian Securities and Exchange Commission) in December 2000. In a pioneering movement in the Brazilian capital market, in November 2001 it became the first company to join the recently-created Novo Mercado, a special segment listing a group of companies with the highest standards of governance and shareholder relations. In February 2002, trading of CCR Group shares began on the Stock Exchange (Bolsa de Valores-B3 S.A.). In 2002, CCR Actua and CCR Engellog were created, with the goal of contributing to CCR Group's growth and reinforcing competitiveness for new business.

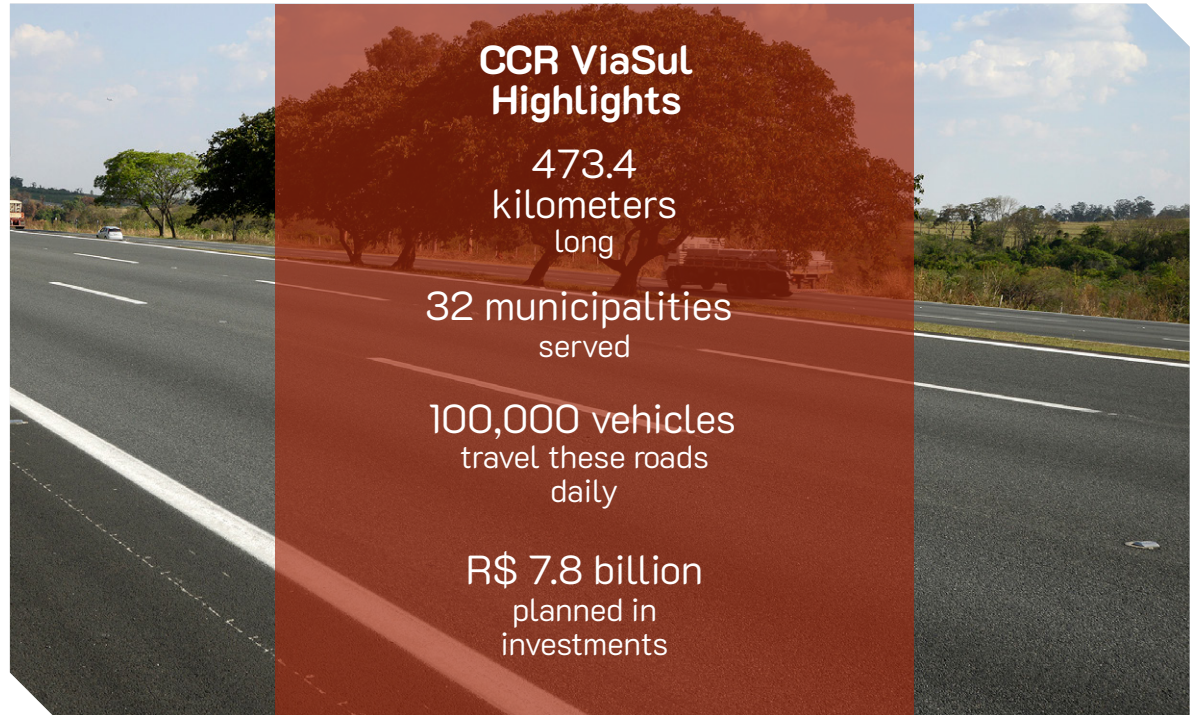
### 2005

CCR Group increased its operations in the State of São Paulo with the acquisition of CCR ViaOeste concessionaire, which manages 168 kilometers of toll roads, including stretches of Castello Branco and Raposo Tavares.

## CCR ViaSul

In November 2018, CCR Group won a call for bids put out by the federal government, through the National Land Transportation Agency (ANTT), for concession of a group of toll roads (BR-101/290/386/448) in the state of Rio Grande do Sul. This highway system is called the Rodovia de Integração do Sul (RIS), covering a total of 473.4 kilometers and passing through 32 municipalities. The RIS will be managed by CCR ViaSul.

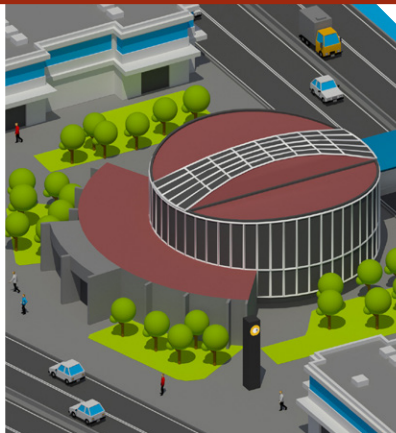
The proposal submitted won the bid by offering a toll plaza fee of R\$ 4.30545 – a discount of 40.5% in relation to the maximum fee established for the bid. The contract was signed on January 11, 2019, when the concession's term will begin. An approximate total of R\$ 7.8 billion will be invested in work to double the roadway, improve access and increase user safety.



## CCR Group history

### 2006

CCR Group diversified its business and was awarded a concession to operate São Paulo Metro Line 4-Yellow, through the consortium winning the first Public-Private Partnership (PPP). The unprecedented partnership model between the grantor authority and private initiative made ViaQuatro viable, one of the most innovative companies, recognized for the quality of service provided in urban mobility systems. Every day, around 750,000 passengers move through the 10 stations managed by the concession. CCR EngelogTec was created to centralize activities and manage information technology for CCR Group units, following the same concept of efficiency and cost optimization of CCR Engelog and CCR Actua. These three units then formed the Shared Services Center, giving the company a major competitive edge.



### 2007

The CCR Nucleus Infrastructure and Logistics, in partnership with the Foundation Dom Cabral, is inaugurated. With the objective to be a dynamic space of generation of knowledge, contributing to the discussions on the concession models and the role of the initiative private transport Brazilian.

### 2008

CCR Group acquires 40% of the capital stock of Renovias and wins the bid to operate the western section, 32 kilometers from the Mário Covas ring road, which connects the Raposo Tavares, Castello Branco, Anhanguera, Bandeirantes and Régis Bittencourt, constituting CCR RodoAnel Oeste concessionaire. Around 245,000 vehicles per day travel along this toll roads, which helps to ease traffic congestion in the city of São Paulo.

### 2010

CCR Group acquires the entire share capital of SPVias, which had managed a toll road system of 516 kilometers in São Paulo since 2000, forming CCR SPVias. The unit is responsible for managing the main link between the state capital, the southwestern region of the State, and the States of Paraná and Mato Grosso do Sul. It also begins the operation of the Paulista and Faria Lima stations of Line 4-Yellow.

## Aeris Costa Rica

Aeris is the concessionaire that has been responsible for operating and maintaining Juan Santamaría International Airport, Costa Rica's biggest terminal, since 2009. In June 2018, CCR Group announced the purchase of its partners' shares in the concession, taking a majority stake in the company with 97.15% of its capital. CCR Group also acquired a controlling stake (99.64%) in IBSA (Inversiones Bancnat S.A.), which holds financial assets for Aeris.

With this investment, CCR Group moved forward on its strategy to consolidate its position as one of the biggest international airport operators. With low risk of demand, high connectivity to other airports and opportunities for growth, the airport managed by Aeris is an asset that reinforces the company's qualified growth and position as being internationally recognized for its management model.



## CCR Group history

### 2011

SAMM begins its activities in the telecommunications segment, with data transmission in high capacity through fiber optics.

### 2012

A year of major achievements for CCR Group. The company acquired a 45.49% stake in Quiport, a concessionaire that manages Quito International Airport in Ecuador, and begins its internationalization plan. Next, the company purchased a 48.75% capital stake in Aeris, the concessionaire for the San Jose International Airport in Costa Rica. And, before the year ended, CCR Group went on to hold 40.8% of the concession in the International Airport of Curaçao. In Brazil, it signed a contract to implement, operate and maintain ViaRio, part of a package of investments planned for the 2016 Olympic Games in Rio de Janeiro. The 13-kilometer stretch connects the Deodoro neighborhood with Barra da Tijuca (Corredor Expresso Transolímpica). In the mobility segment, the holding company acquired an 80% stake in CCR Barcas, which carries passengers across waterways transportation in the state of Rio de Janeiro. Since the start of this concession, R\$ 75 million have been invested in new vessels, refurbishment of shipyards and other improvements to increase safety and service quality.

### 2013

CCR Group makes advances in the mobility segment. First, it entered the winning consortium to implement and operate VLT Carioca, an innovative passenger transport model connecting Rio de Janeiro's port region and downtown. In October, through Metrô Bahia, a concession contract was signed to execute a metro system between Salvador and Lauro de Freitas, in Bahia. The PPP regime establishes works to be carried out, provision of rolling stock and system expansion.

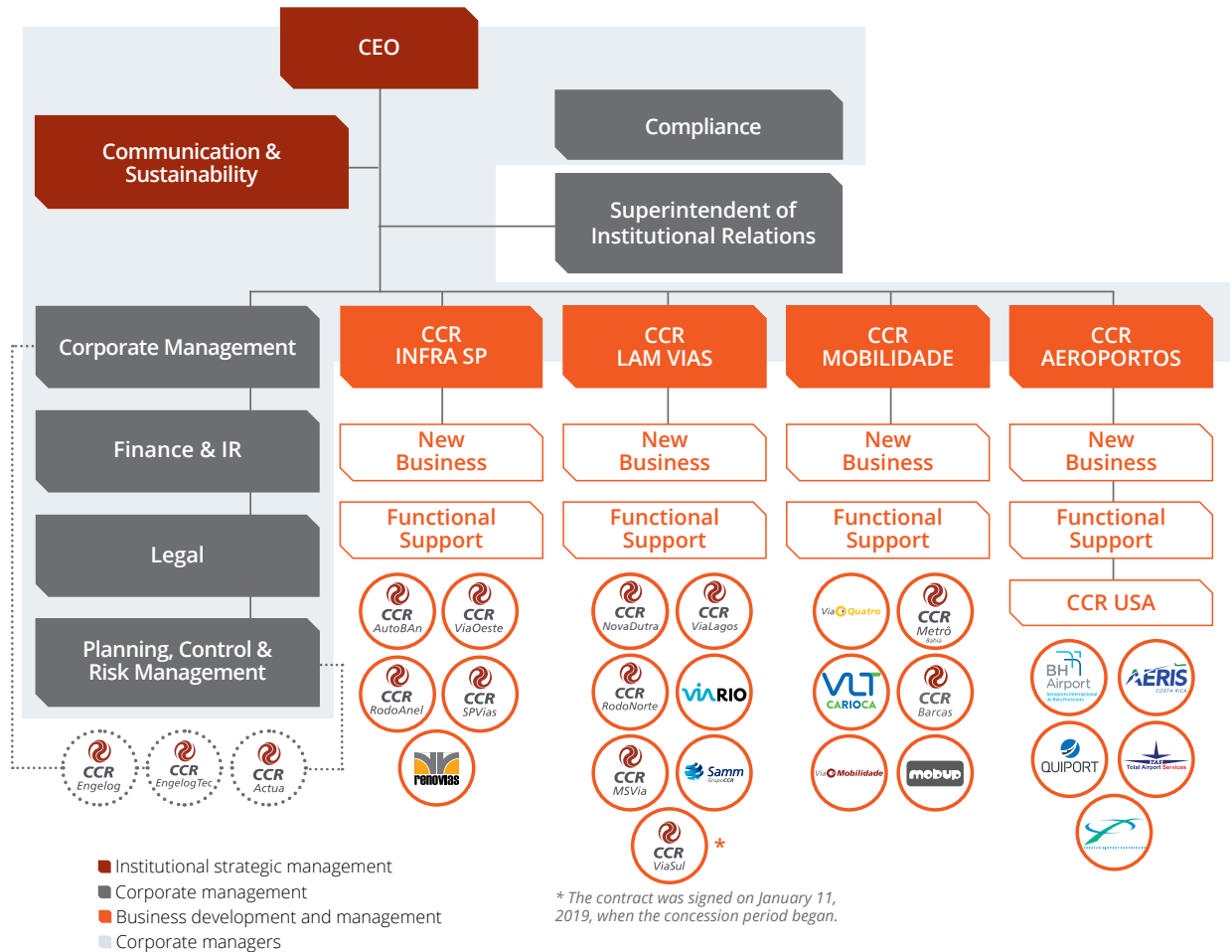




## Strategy

CCR Group seeks to grow and diversify its business, efficiently and by strengthening synergies between concessions managed, in order to achieve the goal of making solutions feasible for investments and infrastructure services. The General Goals and Guidelines (GGGs), described in the General Business Plan, are what guides the company's operating strategy, setting the direction for how units develop and execute their business plans.

The implementation of four divisions, concentrating management of concessions, strengthens the axes of strategic operation by making processes more efficient and streamlining identification of opportunities. The performance of the Shared Services Center provides for gains in competitiveness and lower costs in engineering activities, information technology and administrative services.



## CCR Group history

### 2014

In April, a consortium in which CCR Group is a participant took over a concession to expand, maintain and operate Confins International Airport, in Minas Gerais. This kicked off the start of BH Airport, which has already invested R\$ 1 billion in one of the country's biggest airport terminals.

CCR Group is awarded a concession for BR-163/MS, forming the CCR MSVia, the contract was executed in March and began work to double the toll roads, along with other improvements benefitting 19 municipalities in Mato Grosso do Sul.

This was also the year when CCR Institute was created. The organization began with the purpose of managing social investments for CCR Group, aimed at promoting local development using company resources and tax incentives.



### 2015

CCR Group grew its foreign operations portfolio by purchasing a 70% share in Total Airport Services (TAS), a provider of airport services operating in the USA. It also increased its share in Quiport, managing the airport in Quito (Ecuador), to 50%.

On May 31, CCR Ponte, the concessionaire responsible for the management of Rio-Niterói Bridge, came to an end after providing services to users for 20 years. The end of the first concession contract executed proved the success of the partnership established between the grantor authority and private initiative.

## Portfolio diversification

The strategic focus at CCR Group is on expansion and diversification of concessions managed. With the participation in bids promoted by the federal, state and municipal governments in the area of transportation or by acquiring shares in concessions already held by the group, the company reinforces its investment capacity and diversifies the operational and financial risks related to its business model.

Internationalization of CCR Group businesses is also part of the qualified growth strategy. With operations in countries in Latin America and in the USA, the company is increasing its revenue streams and reinforcing its leading position in the transport infrastructure sector.

## Innovation

In the current socioeconomic context, innovation is a decisive factor for the growth of business. CCR Group has worked on this topic across all units and will strengthen these efforts in 2019, through the work of the Shared Services Center (SSC) and the CCR Institute.

Incorporation of new technologies and tools for data analysis and automation of administrative processes drives efficiency and economies of scale in administrative and operational activities. Interaction with universities and startups, in turn, leverage CCR Group's capacity to identify trends and opportunities to enhance its business.

## Efficiency and competitiveness

Centralization of financial, accounting, administrative, legal and managerial activities for the concessions is a competitive edge at

CCR Group. The SSC optimizes management of business units, making it possible to cut costs and streamline implementation of new business.

## Preparing people

The ethical action and know-how of CCR Group employees are strategic factors for the growth and diversification of the portfolio. The company's business model has unique characteristics that are different from other productive sectors, requiring specific knowledge to create projects and identify opportunities.

At CCR Group, personnel also receive continual preparation to occupy new positions in current concessions and in new businesses. Identification of professionals aligned with corporate values, in addition to their training, drives how the company grows its value generation through investments in infrastructure and asset management.

## CCR Group history

### 2016

CCR Group, along with its partners, finalizes the sale of Sociedade de Tecnologias de Pagamento S.A. (STP), a means of electronic payment for tolls and parking known under the Sem Parar brand. The company received R\$ 1.4 billion for its share in the company, reinforcing its strategy of qualified growth.

### 2017

In line with the growth plan, CCR Group increased its share in two concessionaires. Investments made resulted in the company holding a 75% share in ViaQuatro, managing São Paulo Metro Line 4-Yellow, and a 66.66% share in ViaRio, in Rio de Janeiro. Internally, CCR Group began a plan to reorganize the asset management structure. Creation of four new divisions was announced to the market, to manage toll road assets in São Paulo state and federal, urban mobility systems and airports.

### 2018

This was a year of new and important concessions for CCR Group. In the urban mobility segment, the company won a tender to operate and maintain São Paulo metro's Line 5-Lilac and monorail's Line 17-Gold, both operated by ViaMobilidade. In November, it was awarded a concession for the Rodovia de Integração do Sul (RIS), an important connecting road in the state of Rio Grande do Sul, with CCR ViaSul being established. CCR Group also increased its capital share in Aeris (managing the airport in Costa Rica) to 97.15%. It therefore consolidated its position as an international airport operator in the Americas.



# Context and performance

## Motivation for concessions

The Brazilian federal government's Investment Partnership Program (IPP) was consolidated as the main platform driving and freeing the investments in infrastructure the country needed in 2018.

The Rodovia de Integração do Sul (RIS) concession, awarded to CCR ViaSul, was one of these projects. The enterprise stipulates an investment of R\$ 53 million in technological research and development, R\$ 31 million to promote toll roads safety programs and another R\$ 5.6 billion to conserve, operate and monitor the 473,4 kilometer stretch.

New incentives  
for investment  
in infrastructure  
represent  
opportunities for  
diversification  
and the growth of  
business portfolio  
of the CCR Group

Among concessions planned are airports and toll roads that connect important production hubs in the country, in the Northeast, Southeast and Center-West regions.

## More sustainable cities

The growth of Brazilian is a determining factor to increasing demand for infrastructure in urban centers. CCR Group's experience and performance in the urban mobility segment have strategically positioned it to gain new concessions.

Specialists see rail transport as one of the best solutions to heavy traffic and improved

environmental quality in urban centers. Rolling stock travel speeds, the number of passengers transported and the use of electricity for power, lowering carbon emissions, are factors favoring growth in this type of investment.

Formation of Public-Private Partnerships (PPP) is a tested model that can be used in other states. This pioneering model established by ViaQuatro for managing São Paulo Metro Line 4-Yellow was also adopted in Salvador, where CCR Metrô Bahia and, more recently, in Line 5- Lilac, in the capital of State of São Paulo, a ViaMobilidade concession awarded in 2018.

## Trucker strike

In May 2018, truck drivers temporarily halted their activities and partially blocked roads off to cargo vehicles. The protest was driven by a spike in diesel costs and directly impacted CCR Group's financial results, due to a drop in traffic on the toll roads managed by the company.

One initiative adopted by the government as a concession to truck drivers was exempting suspended axles on trucks travelling empty from tolls. This fee, which had not been charged on federal toll roads since 2015 also stopped being charged on state concessions, with an additional impact on revenue generation at units managed by CCR Infra SP.



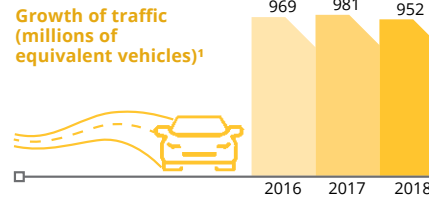
## Evolution of traffic

Consolidated traffic on toll roads managed by CCR Group was down 3% in 2018, year over year. When the effects of the exemption from payment of suspended truck axles are excluded, this downward growth is at 0.3%.

Vehicle movement on roads is directly influenced by the Brazil's economic performance, which has yet to reach the faster pace of growth expected for the period. With the inflation under control and the interest rates at lower levels, the macroeconomic scenario in Brazil was impacted by a continued high rate of unemployment (around 12%) and by the election to majority positions in the federal and state governments, which delayed investments decisions.

In the urban mobility segment, volume of passengers transported was around 45% higher than in 2017, showing the impact of the new Line 5-Lilac concession. At airports, departing passenger numbers were also higher, increasing 5% year over year.

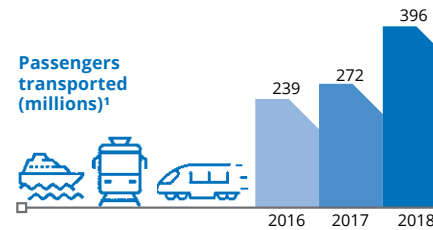
## Toll roads



<sup>1</sup>Information only on the controlled concessions, disregarding Renovias and ViaRio.

Among the toll roads, CCR AutoBAn and CCR ViaOeste recorded the highest flow during the year, surpassing the mark of 200 thousand equivalent vehicles in each of the annual accumulated. Nevertheless, of the 29 million equivalent vehicles less registered in the year, 64% were related to these two concessions. CCR NovaDutra was the concessionaire with the lowest flow variation in the period, with a decrease of 0.9%.

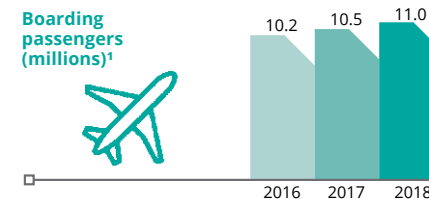
## Urban mobility



<sup>1</sup>Consolidated information on the concessions, regardless of the ownership percentage of CCR Group.

Of the more than 120 million additional passengers registered in the year, about 40% are related to the entry into operation of ViaMobilidade. Another 40% refer to CCR Metrô Bahia, whose construction of the subway network was completed with the delivery of the airport station. ViaQuatro and VLT Carioca also contributed to the positive evolution and only in CCR Barcas there was a reduction of 3% in the number of passengers.

## Airports



<sup>1</sup>Consolidated information on the concessions in Brazil and abroad, regardless of the ownership percentage of CCR Group.

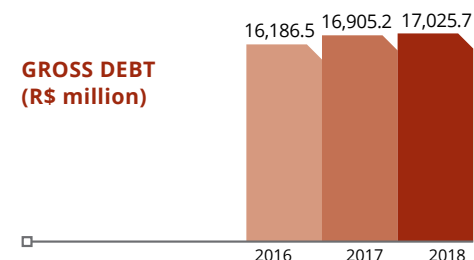
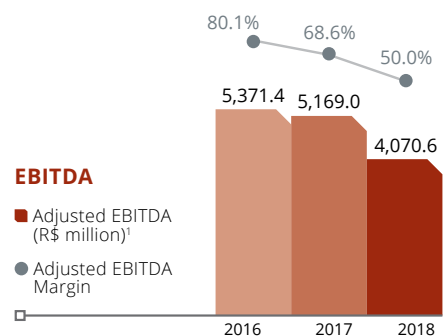
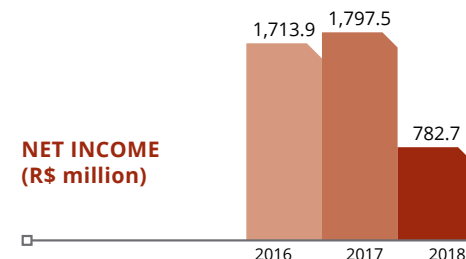
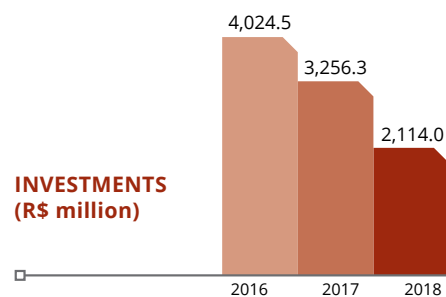
The operations of BH Airport and Quiport were the main responsible for the growth in the number of boarding passengers of airport managed by the CCR Group. The concessionaire of Confins International Airport (MG) represented 48% of the total number of boarding passengers in 2018. The administrator of the International Airport of Quito (Ecuador), together with Aeris, manager of the International Airport of San José (Costa Rica), answered by another 46% of the consolidated total for the year.

## Economic performance

Consolidated net revenue (excluding construction revenue) at CCR Group in 2018 was 7.9% higher year-over-year, totaling R\$ 8.1 billion. This growth was driven by the startup on operations at ViaMobilidade as well as by a fee readjustment and growth in current business.

Investments made in concession works and improvements totaled R\$ 2.1 billion and adjusted EBITDA was R\$ 4.1 billion, with a margin of 50%. Net income attributed to shareholders reached R\$ 782.7 million.

In line with strategic planning and the capital discipline guiding governance at CCR Group, the company's indebtedness remains at a level that guarantees investment capacity and the competitiveness to grow the portfolio.



<sup>1</sup>Calculated excluding non-cash expenses.



In 2018, the CCR Group recorded a 7.9% growth in net revenue, reaching R\$ 8.1 billion (excluding construction revenue)

# Business Model

## The CCR Group business model

generates value for all stakeholders that interact in the investment and segment of infrastructure growth ecosystem. Financial resources earmarked for works, expansion and improvements for toll roads, airports and mobility services directly benefit society, alleviating pressure on public budgets and driving economic activity in various productive sectors, from agroindustry to services.

Return on capital invested is obtained through the revenue provided by charging fees and from receipt accessory revenues, such as advertising in metro stations, along with efficient management of units' operating costs. In 2018, R\$ 1.2 billion were paid in dividends to CCR Group shareholders.

The Shared Services Center, with the work of CCR Actua, CCR Engelog and CCR EngelogTec, generates value by aggregating knowledge, innovation and technologies in back office sectors, project engineering and information technology. CCR Group therefore promotes jobs in the regions where it operates, along with efficient use of natural resources and incorporation of innovations to increase user safety and comfort, among other intangible leverages of shared value.

The CCR Institute boosts this potential to contribute to society through direct investment and by using tax incentives for social projects that foster education, culture, citizenship, environmental awareness and education for safer traffic. Initiatives supported are carried out in municipalities where CCR Group has concessions, which made a positive impact on over 2,700 people in 2018.

**DISQUE DIREITOS HUMANOS 100**

**PROTEJA AS NOSSAS CRIANÇAS E ADOLESCENTES.**

Childhood  
PELA PROTEÇÃO DA INFÂNCIA

PROGRAMA NA MÃO CERTA

Instituto CCR  
Abrindo caminhos



NÓS APOIAMOS  
O PACTO GLOBAL



Forum Clima

CHILDHOOD

pela proteção da infância

[www.childhood.org.br](http://www.childhood.org.br)



## VOLUNTARY COMMITMENTS

CCR Group undertakes voluntary commitments proposed by social organizations that are aligned with its purpose of generating value for all of society and contributing to sustainable development. Through these initiatives, the company places current themes of sustainability into its strategy and enhances its governance, risk management and engagement with its employees, suppliers and other stakeholders.

## How we generate shared value

Click on the caption of each of the six capitals of the integrated report to know the main value drivers of the CCR Group.



## Corporate governance

CCR Group adopts a set of internal corporate governance policies and procedures that assures generation of value for shareholders and ethical and transparent development of business, benefitting society with priority investments in infrastructure. The governance model is continually enhanced, following best market practices and capital market regulations.

In 2018, CCR Group made its Governance Report available, as instructed by Brazil's Securities and Exchange Commission (CVM), revising the set of policies that direct conduction of business. Three new policies were approved and two other policies were revised, in addition to the Code of Conduct and Ethics and the Internal Rules for the Board of Directors.

### Governance structure

The Board of Directors, composed of 12 effective members and 9 alternates, defines the strategic guidelines for the evolution of CCR Group's business. The company's highest decision-making body has 3 independents members, who represent 25% of its formation.

The work of the Board of Directors is supported by the action of its six technical and advisory committees, which perform in-depth analyses of topics related to their specialties, therefore enhancing the decision-making process. To assess specific and occasional situations, the Board may also request that independent committees be established, as was the case in 2011, 2015 and, recently, in 2018 (read more on page 29).

#### New CCR Group policies (approved in 2018)

- Risk Management Policy
- Display Policy
- Compensation Policy Administration and CF

#### Revised CCR Group policies

- Related Party Transactions Policy
- Disclosure and Negotiation Policy

#### Revised CCR Group governance documents

- Code of Conduct and Ethics
- Internal Rules of the CAD and Committees

In 2018, the CCR Group's Executive Board implemented the most significant changes in its structure since its creation 20 years ago. In addition to nominating a new Chief Executive Officer (see page 26), new leadership was added to the Group, with a special focus on the Vice Presidency Compliance and the Vice Presidency Corporate Management. These moves followed a leadership renewal program initiated in 2014 and which is now part of a process of periodic changes in the company's structure. The Board of Directors decided to extinguish the Office of the Vice President of Institutional Relations and the Corporate Development Department, whose activities were housed under the Vice Presidency of Corporate Management.

[Click here](#)  
and earn more on the  
Investor Relations website

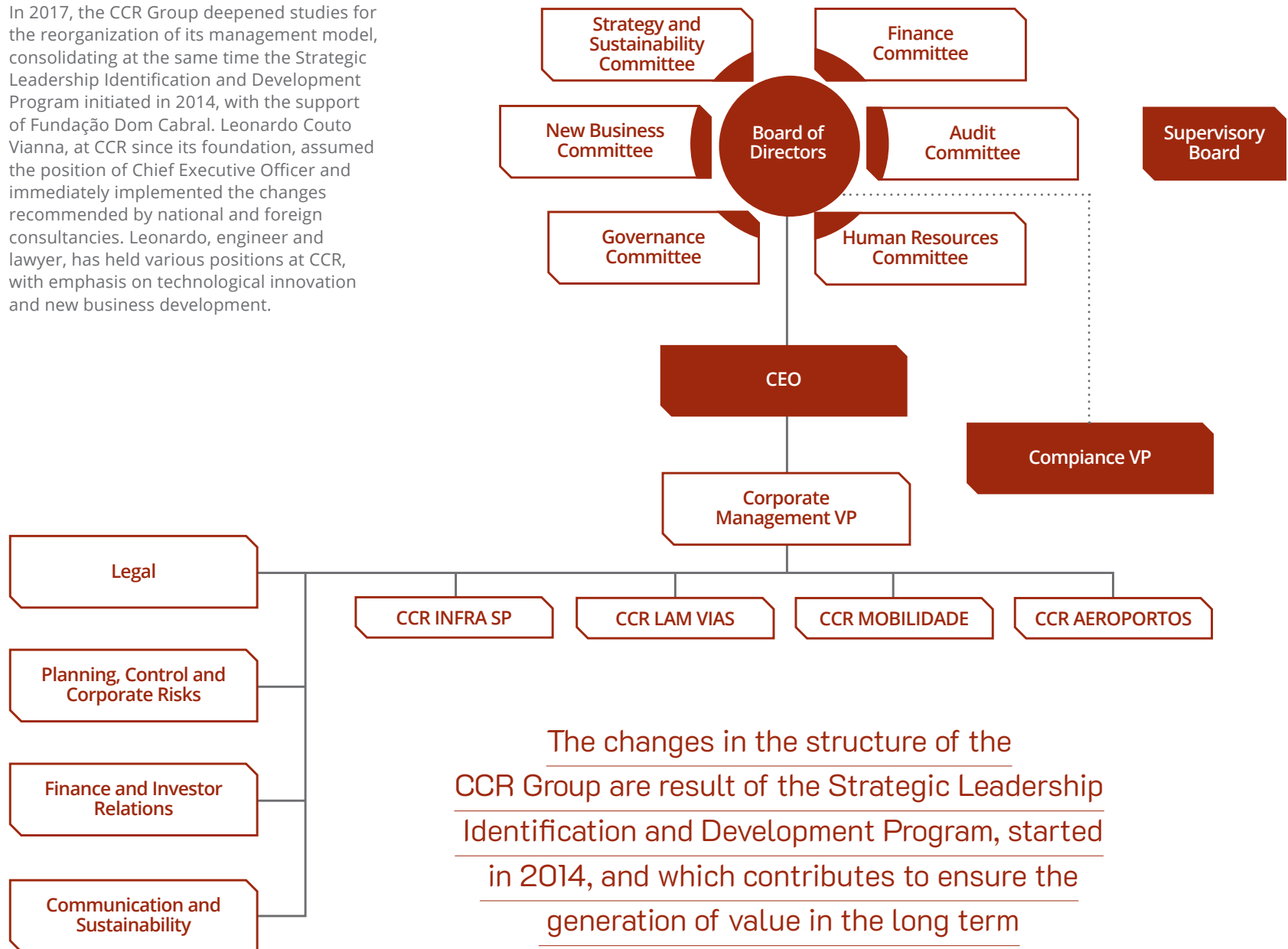


<b>Board of Directors</b>	<b>Position</b>	<b>Appointment Dates</b>	<b>Mandate Term</b>
Ana Maria Marcondes Penido Sant'Anna	Member and President of the Board of Directors	16/04/2018	2019 OSM
Ricardo Coutinho de Sena	Member and Vice President of the Board of Directors	16/04/2018	2019 OSM
Ana Dolores Moura Carneiro Novaes	Effective Member	16/04/2018	2019 OSM
Fernando Luiz Aguiar Filho	Effective Member	16/04/2018	2019 OSM
Flávio Mendes Aidar	Effective Member	16/04/2018	2019 OSM
Henrique Sutton de Sousa Neves	Effective Member	16/04/2018	2019 OSM
Luiz Carlos Cavalcanti Dutra Júnior	Effective Member	16/04/2018	2019 OSM
Paulo Roberto Reckziegel Guedes	Effective Member	16/04/2018	2019 OSM
Renato Torres de Faria	Effective Member	16/04/2018	2019 OSM
Leonardo Porciúncula Gomes Pereira	Independent Effective Member	16/04/2018	2019 OSM
Luiz Alberto Colonna Rosman	Independent Effective Member	16/04/2018	2019 OSM
Wilson Nélio Brumer	Independent Effective Member	16/04/2018	2019 OSM

<b>Executive Officers</b>	<b>Position</b>	<b>Appointment Dates</b>	<b>Mandate Term</b>
Leonardo Couto Vianna	Chief Executive Officer	01/08/2018	1 <sup>st</sup> meeting of Board of Directors after 2020 OSM
Eduardo de Toledo	Vice President of Corporate Management	01/11/2018	1 <sup>st</sup> meeting of Board of Directors after 2020 OSM
Pedro Paulo Archer Sutter	Vice President of Compliance	19/11/2018	1 <sup>st</sup> meeting of Board of Directors after 2020 OSM
Arthur Piotto Filho	CFO and Investor Relations Officer	26/04/2018	1 <sup>st</sup> meeting of Board of Directors after 2020 OSM
Francisco de Assis Nunes Bulhões	Communication and Sustainability Officer	26/04/2018	1 <sup>st</sup> meeting of Board of Directors after 2020 OSM
Marcus Rodrigo de Senna	Legal Officer	26/04/2018	1 <sup>st</sup> meeting of Board of Directors after 2020 OSM
Paulo Yukio Fukuzaki	Planning, Control and Corporate Risks Officer	26/04/2018	1 <sup>st</sup> meeting of Board of Directors after 2020 OSM
Paulo Cesar de Souza Rangel	Business Officer and responsible for CCR Infra SP	01/08/2018	1 <sup>st</sup> meeting of Board of Directors after 2020 OSM
Ricardo Antonio Mello Castanheira	Vice President of Business Management responsible for CCR Lam Vias	26/04/2018	1 <sup>st</sup> meeting of Board of Directors after 2020 OSM
Ítalo Roppa	Vice President of Business Management responsible for CCR Mobilidade	26/04/2018	1 <sup>st</sup> meeting of Board of Directors after 2020 OSM
Eduardo Siqueira Moraes Camargo	Business Officer and responsible for CCR Airports	02/08/2018	1 <sup>st</sup> meeting of Board of Directors after 2020 OSM

In 2017, the CCR Group deepened studies for the reorganization of its management model, consolidating at the same time the Strategic Leadership Identification and Development Program initiated in 2014, with the support of Fundação Dom Cabral. Leonardo Couto Vianna, at CCR since its foundation, assumed the position of Chief Executive Officer and immediately implemented the changes recommended by national and foreign consultancies. Leonardo, engineer and lawyer, has held various positions at CCR, with emphasis on technological innovation and new business development.

GOVERNANCE STRUCTURE



The changes in the structure of the CCR Group are result of the Strategic Leadership Identification and Development Program, started in 2014, and which contributes to ensure the generation of value in the long term

## Risk management

Risk management at CCR Group is aimed at identifying, monitoring, preventing and communicating events that could compromise the company's business model and its capacity to generate financial and non-financial value in the long term. This process is developed continually and comprehensively, with direct oversight by the advisory committees to the Board of Directors.

The Risk Management Policy establishes principles, guidelines and responsibilities to be observed in contingency plans for risks associated with CCR Group business. This document sets forth that administrators and employees, under the guidance of the Board of Directors, are responsible for the management process that assures appropriate treatment of these occurrences.

As provided in the Novo Mercado Regulation, effective as of 01/02/2018, the company anticipating the deadlines for implementing the new rules, is structuring the corporate risk function, with a focus on mapping and reporting to mitigate the risks listed.

The Audit Committee is the body assessing CCR Group's exposure to the risks identified, the suitability of the audit plan proposed by

the Executive Board and the efficacy of internal controls. Among its other duties, the Finance Committee analyzes financial and market risks. The New Business Committee is tasked with evaluating external opportunities to acquire or dispose of assets within the company's portfolio.

The Strategy and Sustainability Committee is responsible for monitoring and anticipating trends in global sustainability themes, identifying critical issues that could impact business. Among its duties is formulation of recommendations for the Board of Directors in relation to the policies and strategies that govern environmental and social risk management.

Through the Office of the Vice President of Compliance, who answers directly to the Board of Directors, and through the Compliance area, CCR Group defines and develops action plans for risks of non-compliance in business. The Integrity and Compliance Program is the main mechanism for dealing with these threats. Learn about how the company has developed this initiative on page 29.

CCR Group  
risks are as  
follows



Reputation



Strategic



Financial



Operational



Regulatory



Political



Technological



Socioenvironmental

**Click here**  
and see the company's Reference  
Form for details on risks within  
the company's business model.



## Investment in integrity and compliance

The Code of Conduct and Ethics, revised in 2018, and the Clean Company Policy express the CCR Group's commitment to ethical action and transparency in conducting its business. Application of these guidelines and risk management related to business compliance are worked by the Office of the Vice President of Compliance, created in 2018, and by the Compliance area, which develops the Integrity and Compliance Program (ICP) under its strategic scope. The company also has an Integrity and Compliance Commission, made up of CCR Group directors, which supports the execution of these activities and analyzes reports of cases that are not in accordance with corporate policies and values.

The main objective of the ICP, which was instituted in 2015, is to strengthen the culture of compliance on which the CCR Group was built. Through training held periodically in all units, interaction with stakeholders and revision of internal norms, all employees receive a refresher on principles and good practices to be adopted in performing their activities. As a result of the revision of the Code of Conduct and Ethics, 363 employees had specific training.

The Ethics Hotline, created by CCR Group to take grievances and reports of cases that are not in line with Code of Conduct Ethics guidelines, is one of the instruments supporting development of the ICP. All communications are received by an outside and independent company and are then

analyzed and processed internally. This database also provides information on where to apply training and identifies themes for discussion with employees at business units.

The ICP also allows the culture of compliance to be spread to other stakeholders that interact with CCR Group. Three years ago, this topic was on the agenda at the Suppliers' Meeting. In 2018, CCR AutoBAn engaged representatives of the Highway Patrol in a workshop that covered compliance in the relationship between employees and public agents

The creation of the  
Vice President of  
Compliance in 2018,  
strengthened the structure  
of the CCR Group  
for ethical conduct  
in all business



## Compliance in business

Structuring of the Integrity and Compliance Program has made the employee training process more increasingly agile at current business units and at new businesses. In 2018, approximately 75% of the workers had already been trained at ViaMobilidade, that was added to the CCR Group portfolio after being awarded the concession of São Paulo metro's Line 5-Lilac. The goal is to reach 100% of teams in 2019.

Abroad, the company began to analyze compliance risks at operations in the USA and at airport concessions in Costa Rica and Curaçao. This is the first step towards consolidating the Integrity and Compliance Program at our concessions.

In 2018, BH Airport, the concessionaire managing Confins International Airport (MG) and of which CCR Group holds around 38% share, implemented its own compliance program. To do this, the unit shared good practices and used the ICP as one of the main benchmarks.

Other major movements made in the last year include publication of a normative instruction with guidelines on employee relations with public agencies and revision of the form for



declaring any potential conflict of interest, which will be responded by 100% of employees by the end of 2019. CCR Group will also carry out implementation of the ICP at CCR ViaSul, the unit that will manage the Rodovia de Integração do Sul (RIS) concession.

### RENEWED EMPHASIS ON COMPLIANCE

In 2018, based on information provided by third parties, the CCR Group was involved in phase 48<sup>th</sup> of Operation Car Wash. As expressed extensively in the Message from the Chairman of the Board of Directors, on page 3 of this report, it was decided to quickly and incisively investigate all the facts through the constitution of an Independent Investigation Committee, whose work was completed in ten months. Also, a Vice Presidency of Compliance was created immediately, recruiting in the market the professional Pedro Sutter, with recognized experience in corporate governance. He designed and implemented policies and processes in the area of Compliance at national and international levels. Five points define the scope of the Vice Presidency Compliance: revised governance in order to provide more transparency and traceability to the decision-making process; new integrity criteria for executive selection, greater accountability of managers and elimination of individual allocations; improvement of the mechanisms of prevention, detection and correction of deviations of conduct; strict observance of the principles of integrity of Law 12.846/13 as a condition of employability by the Group; and renew and make a continuous process the evaluation of corporate governance and compliance models to face the inherent risks of its business model.

As a subsequent event to the period covered by this Report, the company disclosed, on March 6, 2019, a material fact that communicated the conclusion of a Leniency Agreement signed between CCR Rodonorte and the Federal Public Prosecution Office, which will later be submitted for judicial approval. In this Agreement, CCR Rodonorte undertook to pay the amount of R\$ 35,000,000.00 as a fine under the e Improbability Act, to pay R\$ 350,000,000.00, as a reduction of the 30% toll for at least 12 months and to execute works on the toll roads administered in the total amount of R\$ 365,000,000.00. CCR Rodonorte will also undergo an external compliance monitoring process.

The terms and conditions of the Leniency Agreement are confidential, under applicable law.



Services

# Services

## CCR Group's Companies

- **CCR Actua:** centralizes the financial and administrative services of CCR Group. It also coordinates the management and dissemination of sustainability across all business units.
- **CCR Engelog:** concentrates the engineering excellence of CCR Group, from the design of projects through to the final delivery of works, geared towards better results, greater comfort, seamless operations, guidance and safety for users.
- **CCR EngelogTec:** CCR Group's technology center which plays a strategic and functional role close to the business units in information technology, automation and electrical/electronic maintenance processes.
- **SAMM:** provides high capacity data transmission and IP connectivity services in the states of São Paulo, Rio de Janeiro and Paraná.

## IIRC



### HUMAN CAPITAL

The SSC manages and supports the professional development of more than 12 thousand employees of CCR Group



### INTELLECTUAL CAPITAL

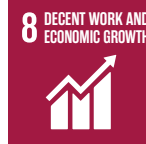
It seeks innovation, development of new technologies and solutions designed for greater business efficiency and user satisfaction



### FINANCIAL CAPITAL

The cutting-edge structure of the SSC boosts the competitiveness of CCR Group and promotes efficient cost management

## SDG



Promotion of economic growth and high levels of productivity, guaranteeing workers' rights and a safe working environment



Development of high-quality, reliable, sustainable and resilient infrastructure, contributing to technological capacity and scientific research

## Global Compact



Respect for human rights



Elimination of discrimination



Non-participation in human rights violations



Approaching environmental challenges



Support for freedom of association



Environmental responsibility



Eradication of forced labor



Diffusion of environmentally friendly technologies



Abolishment of child labor



Fight against corruption

# Qualification of human capital

**Approximately 12,000 people work** in CCR Group offices and business units. These professionals' technical knowledge of the infrastructure sector and the ability to make investments to add value to the service provided to users, seeking innovations and more efficient to the processes, are the differentials in the growth of the company's business.

Formation of leaders aligned with corporate values and who are able to spread CCR Group culture to their teams is one of the strategic priorities developed under the auspices of the Leadership Development Program (LDP). In 2018, through a reorganization of the People Management area, the company started to map the professional profile of over 100 executives, based on new competencies necessary to support the growth and diversification of business.

Training offered to employees is aligned with the needs of units and publics being served. This mapping identifies the mandatory, technical and functional capabilities needed to develop activities, as well as the formation of operations and service leaders.

The target for the CCR Group in 2019 is to have a new model for the Individual Development Plan (IDP) and the Development Trails by Competency. These tools, which

cover business leaders, will develop broader themes that are aligned with the company's strategy, such as focus on results, collaboration and leadership for change.

All CCR Group employees also have access to Our World of Knowledge, a platform joining training with courses in an online format on topics such as overcoming challenges, resilience, problem analysis and decision-making. Part of the content developed by specialists and made available is focused on employees' professional and personal development in specific knowledge areas.



## TRAINING ON SDGS

In 2018, one of the courses offered to all employees in Our World of Knowledge was aimed at spreading and deepening knowledge of the 17 Sustainable Development Goals (SDGs), put out by the United Nations (UN), with global development goals to be achieved across society by 2030. In addition to explaining the initiative in detail, training showed the various actions taken and investments made by CCR Group that are in line with the targets proposed in the SDGs.

The main difference in the course offered is the engagement with employees, because it shows that reaching the goals is a joint effort by all of society. By exemplifying everyday actions that can contribute to the SDGs, the platform therefore increases awareness of socioenvironmental impacts and fosters individual change in behavior.

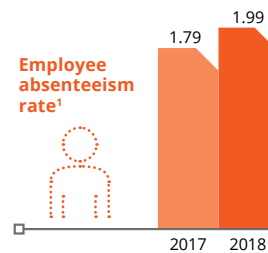
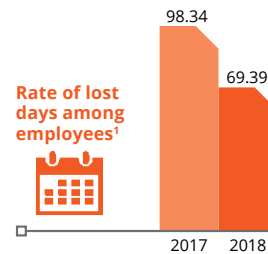
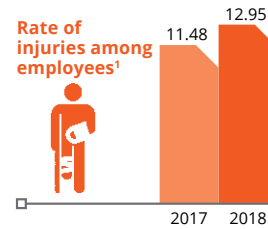


## Safety and quality of life

Health and safety management at CCR Group includes, among its main guidelines, employee training on and awareness of the risks associated with each type of activity, promotion of a culture of safety, execution of preventive action plans and monitoring of accident indicators. With a focus on employee health and well-being, CCR Group's organization structure contains the Corporate Occupational Health and Safety area and the Quality of Life areas, which are responsible for managing these topics. In 2018, the company was award highlighted under the social responsibility pillar "The Best Companies in Corporate Citizenship" of the RH Management Group.

Corporately, the company also has the Occupational Health Standardization Committee, which meets every three months to assess actions to prevent accidents and occupational diseases, as well as to audit compliance with established guidelines.

Units, in turn, maintain various programs geared toward improvement well-being and promotion employee health, with specific targets aligned with the Normative Instruction on Occupational Health and Safety, which establishes responsibilities for the entire CCR Group. In addition, concessionaires and services companies have Internal Committees for Accident Prevention (CIPAs), established by employees and which are responsible for spreading a culture of safety.



<sup>1</sup>Consider only GRI scope units.



### NEW JOURNEY PROGRAM

In 2018, CCR Group created the New Journey Program (Programa Nova Jornada), aimed at employees who want to prepare themselves for the moment of the professional transition to the post-career period. The first group had 30 participants, all over 60 and should be expanded to include professionals over 45 years. Employees that take part in the New Journey Program receive support and training to plan and implement a new life project, expanding their vision to new opportunities. They benefit from information and instruments for self-development. This initiative lasts six months.

During this phase, employees take part in six collective meetings and three individual meetings. They cover topics such as life cycle and career, view of retirement, financial planning, relationships and entrepreneurial action. A new group, also with 30 participants, will start in 2019.

## Excellence in innovation and technology

“The challenges of change and innovation: consolidating achievements and organizational culture.” This was the topic of the 14<sup>th</sup> Annual Meeting of the CCR Group, held in 2018 to bring leaders together for a day to reflect on challenges and opportunities in the business model. Innovation in processes, the search for technologies to improve people’s quality of life and achieve the best results are strategic topics for the company’s growth.

The Shared Services Center plays a hugely important role in relation to this topic. In addition to strengthening efficiency and agility in managing concessions, the CCR Actua, CCR Engelog and CCR EngelogTec units drive the capacity to innovate in areas central to the CCR Group’s business model.

Automation and robotization of back office tasks, for example, have been implemented in different types of activities, resulting in lower costs and gains in efficiency. The toll Transaction Control Center, implemented by CCR EngelogTec and which already covers 95% of toll road concessions, reduces people’s need for transactional toll billing processes by one-third.

The same type of technology was incorporated into different activities at CCR Actua, which provides administrative services to units. The Shared Services Center therefore makes procedures more standardized and increases gains of scale of the company.

At CCR Engelog, the search for innovation has challenged teams to find new solutions for projects and investments in engineering. In addition to lowering costs with works and roadway improvements while increasing competitiveness, the changes proposed by professionals have made it possible to use fewer environmental resources and increase the reuse waste.

### FACIAL RECOGNITION OF VEHICLES



The Facial Recognition of Vehicles project, implemented at CCR AutoBAN, exemplifies how innovation is aimed at improving services and business management. Through the initiative, CCR Group, via CCR EngelogTec, was awarded “The 100 + Innovative in Use of IT” award, under the Corporate Group and Holdings category, promoted by IT Mídia. Using artificial intelligence systems, data analysis and cloud computing, CCR AutoBAN cameras monitor vehicles travelling on toll roads managed and identify cases where license plates are adulterated. Infractions such as toll evasion, which are prejudicial to collections and to the other, paying users, end up being prevented more swiftly and effectively. The system created is inspired by safety camera facial recognition technologies, but it required a huge internal development effort of partnership with suppliers. As a result, CCR Group has made it possible to cross-reference an offending vehicle’s image with another 730 million transactions carried out yearly, making it feasible to hold drivers responsible and enhance oversight.

## Sustainability management

Interaction with different stakeholders and the hefty investments made by CCR Group in concessions have made sustainability management strategic to the company's business model. To do this, governance of the theme is wide-ranging and permeates the Shared Services Center as well as units.

The Strategy and Sustainability Committee, which advises the Board of Directors, includes sustainability in decision-making in a strategic scope, assessing risks and socioenvironmental opportunities associated with the growth of business. The CCR Group's Executive Sustainability Committee, as well as the Commissions of each unit, define execution of the sustainability strategy in the day-to-day at each business.

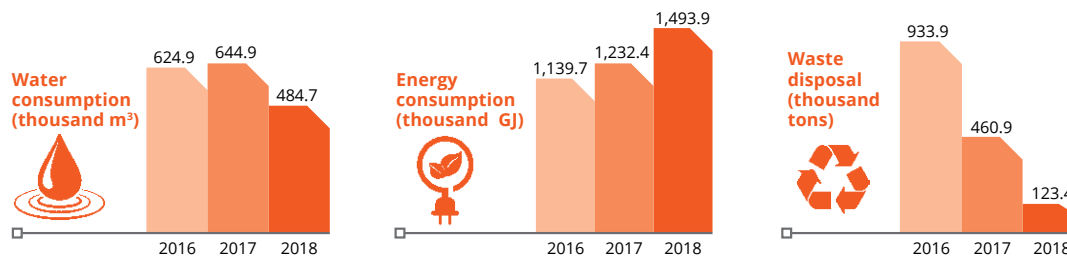
Work is done at CCR Actua to manage socioenvironmental indicators, engage employees and communicate and build relations with external stakeholders. Units have employees who serve as Advanced Sustainability Posts, managing this topic in a way that is closer to the reality of each business, making exchange of good practices possible.

With this management structure, CCR Group is continually advancing in developing solutions and innovations that improve the eco-efficiency of its processes. Energy consumption and waste disposal, for instance, are central aspects to managing continually enhanced concessions.

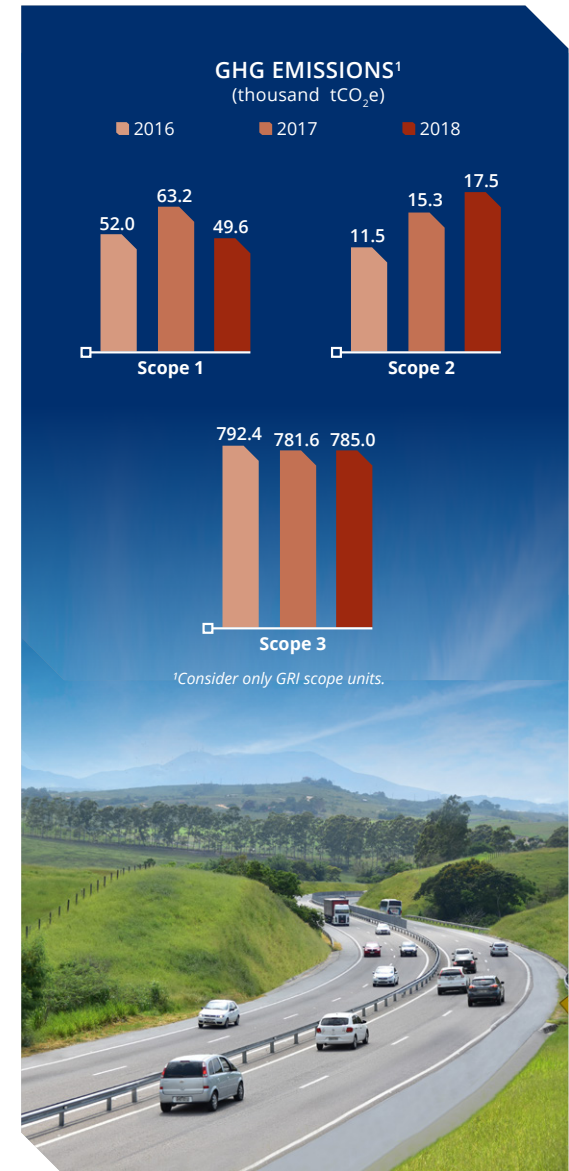
Climate change is another topic managed by CCR Group in a corporate and strategic manner. Since 2016, the company has worked under the guidance of the Climate Change Policy and has committed to implement programs and actions so as to guarantee that greenhouse gas (GHG) emissions from all units are equal to or less than previously year recorded emissions. These initiatives are in line with the Corporate Action Plan, developed by CCR Actua.

In 2018, the CCR Group was chosen, for the eighth consecutive year, to join the the B3's Corporate Sustainability Index (ISE) portfolio. In addition, it received the Carbon Disclosure Project (CDP), the CDP Supplier Engagement Leader 2018 at CDP Supply Chain Program and the score Climate A- at CDP Climate Change program.

### MAIN ENVIRONMENTAL INDICATORS<sup>1</sup>



<sup>1</sup>Consider only GRI scope units.





## PARTNERSHIP WITH INSTITUTO AYRTON SENNA

CCR Group and Instituto Ayrton Senna, which develops projects to promote public education in Brazil, signed an unprecedented partnership agreement in 2018. The “Aperte para Educar” (Press to Educate) program allows users who pay tolls in cash to donate part of their change to the institution. This donation occurs whenever a driver voluntarily pushes a button installed on booths in the toll plazas located on São Paulo state toll roads. Money raised goes directly to the Institute.

Drivers using toll roads managed by CCR Group donated R\$ 185,000 in 2018 to Instituto Ayrton Senna. The maximum amount allowed for each donation is R\$ 0.40.



Toll roads

# Toll roads

## CCR Group's Concessions

- CCR NovaDutra • 1995 – 2021
- CCR ViaLagos • 1996 – 2047
- CCR RodoNorte • 1997 – 2021
- Renovias • 1998 – 2022
- CCR ViaOeste • 1998 – 2022
- CCR AutoBAN • 1998 – 2027
- CCR RodoAnel • 2008 – 2038
- CCR SPVias • 2010 – 2028
- ViaRio • 2012 – 2047
- CCR MSVia • 2013 – 2044
- CCR ViaSul • 2019 – 2049

## IIRC



### SOCIAL & RELATIONSHIP CAPITAL

The Estrada para a Saúde and Caminhos para a Cidadania programs, managed by Instituto CCR, serve communities in the municipalities in which CCR Group is present



### NATURAL CAPITAL

The reuse of waste in roadworks and other innovative technologies for paving and construction reduce the environmental impacts of operations



### MANUFACTURED CAPITAL

Investments in toll road improvements increase safety, comfort and traffic fluidity for users

## SDG



Investments in improvements and the heightening of awareness to drastically reduce deaths and injuries caused by road accidents



Infrastructure modernization with increased efficiency in the use of resources and the adoption of clean and environmentally friendly technologies

## Global Compact



Respect for human rights



Elimination of discrimination



Non-participation in human rights violations



Approaching environmental challenges



Support for freedom of association



Environmental responsibility



Eradication of forced labor



Diffusion of environmentally friendly technologies



Abolishment of child labor



Fight against corruption

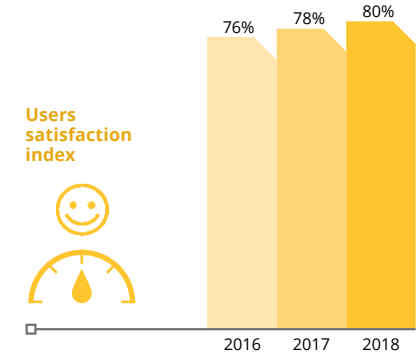
# Quality of service

**Toll roads managed by CCR Group** are recognized as the best in Brazil in terms of traffic conditions. In 2018, the Rodovia dos Bandeirantes, managed by CCR AutoBAn, was named, for the seventh consecutive time, the best in the country by the CNT Survey of Toll Roads 2018, carried out by the National Transportation Confederation. Other roads under company unit concessions were also included among the top 20 in the ranking.

Among other awards received by CCR Group, this result is a reflection of the quality of investments

made. Allocation of funds and improvement projects is aimed at providing users with the best experience, based on four pillars: Comfort, Guidance, Seamless Operations and Safety.

To evaluate user satisfaction with services provided, CCR Group carries out annual satisfaction surveys, in addition to being included in market rankings. In 2018, 4,283 car and truck drivers, bus and transport fleet owners and opinion-makers participated in the surveys. Once again, the result showed growth in the rate of satisfaction, which reached 80%.



**CNT Survey of Toll Roads 2018**

1 <sup>st</sup> and 4 <sup>th</sup> places	CCR AutoBAn
2 <sup>nd</sup> place	Renovias
10 <sup>th</sup> , 12 <sup>th</sup> and 20 <sup>th</sup> places	CCR ViaOeste
13 <sup>th</sup> place	CCR SPVias
19 <sup>th</sup> place	CCR NovaDutra

*CCR ViaLagoS was once again the only toll road among all toll roads crossing the state of Rio de Janeiro to receive "excellent" status on all aspects assessed*

## REVISION OF CCR MSVIA CONTRACT

CCR MSVia, the concessionaire managing the BR-163/MS toll road, filed an action against the federal government and Agência Nacional de Transportes Terrestres – ANTT (Brazil's National Land Transportation Agency), requesting revision of their contract as a result of unpredictable economic changes that have impacted the financial balance of the business. The unit continues to provide users with services and, up until 2018, it had already made investments in excess of R\$ 1.9 billion. Around 150 kilometers of additional lanes were delivered and paving improvements were made to more than 520 kilometers.

# Safe operations

In the concessions, the safety of users, employees and the third parties providing operational and maintenance services are a priority for CCR Group. The set of initiatives carried out by units each year is focused on reducing occupational accidents and raising driver awareness of safe behavior while travelling.

The benefits of this type of action are made tangible when assessing the performance indicators monitored by concessionaires. For example, enhancement of the User Service at CCR MSVia was aimed at decreasing fatalities in accidents, and in 2018, the unit saw a 44% year-over-year reduction in these occurrences.

In the long term, investments made in improving safety conditions and raising awareness have achieved even more significant results. CCR AutoBA, which completed 20 years of managing the Anhanguera-Bandeirantes system, saw an 80.9% drop in the rate of fatalities on toll roads managed. Numbers for accidents and injuries also fell during this period, by 46.2% and 34.2%, respectively.

CCR ViaLagos ended the year 2018 with no fatalities, a historic milestone for the concessionaire. One of the initiatives that contributed to increase the safety of the toll roads was the implantation of the metallic partition between the tracks.



The rate  
of fatal victims  
on the toll roads of  
CCR Group reduced  
50% since 2010<sup>1</sup>

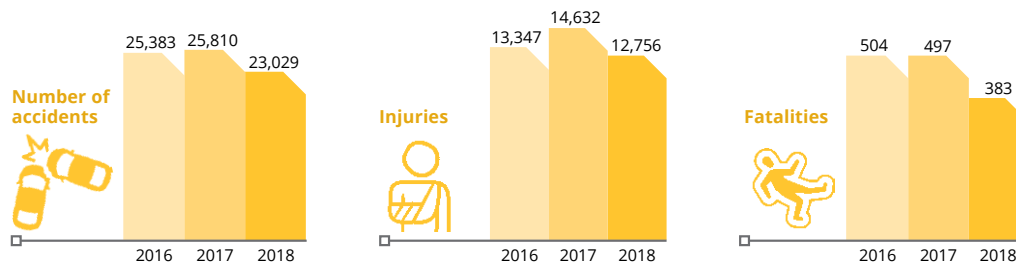
<sup>1</sup>Does not consider the Renovias and ViaRio units.

Construction of pedestrian overpasses is one front where work is contributing to increased safety. In 2018 alone, CCR NovaDutra delivered 15 of these new structures and three additional overpasses will be finalized in 2019, with total investments of R\$ 57.8 million.

Maintenance of signal equipment, installation of protective barriers, asphalt conservation, monitoring via cameras and installation of informational panels along toll roads, in addition to adding more lanes to toll roads, are other activities that units are constantly carrying out with the aim of improving safety conditions.

Through the Accident Reduction Plan (ARP), toll road concessionaires evaluate how accident and fatality rates are evolving on roads managed, identifying opportunities for improvements with a focus on reducing accidents. The initiative is aligned with the objectives of the Decade of Action for Road Safety, a UN proposal to lower the number of toll roads victims by 50% by 2020, based on 2010 indicators.

## ACCIDENT REDUCTION PLAN<sup>1</sup>



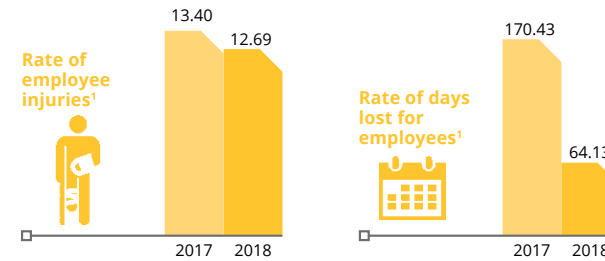
<sup>1</sup>Does not consider the Renovias and ViaRio units.



## Continual evolution

The Internal Accident Prevention Committees (CIPAs) at CCR Group concession units are forums that contribute to increasing employee safety in operations. CIPAs are required by law and work under internal policies and regulations on the subject of occupational safety, resulting in improvements to processes.

One example was the creation of the Collection Bag, an innovation implemented as a pilot at the Itupeva (SP) toll plaza on the Rodovia dos Bandeirantes. By providing bags made from uniforms that would have been discarded, employees working in the booths are able to more safely walk up staircases with their change trays, which hold the change needed to begin collection activities.



<sup>1</sup>Consider only GRI scope units.

### AWARENESS FOR ROAD SAFETY

Work to improve and conserve roadways is not sufficient to eliminate the risks for accidents on toll roads. That is why CCR Group also works with educational campaigns that seek to raise user awareness and make them sensitive to this issue. Some initiatives carried out in this sense include distributing pamphlets at toll plazas and implementing signs along toll roads. In 2018, the company reinforced this work through the “Avoid bad ideas. Always drive Responsibly” campaign, for which were created animated characters that represent the most dangerous attitudes in traffic and the only solution to combat them: Mr. Responsibility, the only thing that gets people to drive responsibly.

The films were published to CCR Group social networks and on TV. The campaign garnered more than 830,000 views on YouTube.



[Click here](#) and watch the campaign “Avoid bad ideas. Always drive Responsibly”

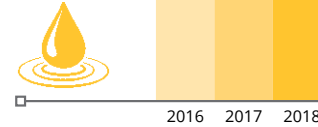
# Operational eco-efficiency

Monitoring of environmental impacts related to operation of concessions and the search for innovations and new tools that enhance performance at units are treated strategically by CCR Group. In the toll road modality, reuse of waste and energy consumption are topics central to environmental management at operations.

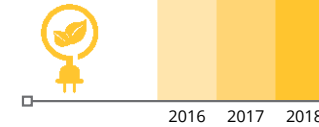
Through the Shared Services Center, CCR Group works to find new solutions that result in the best use of natural resources and cost reduction. With the support of CCR EngelogTec, the company has sought to boost energy generated in-house by using photovoltaic solar panels installed in concession areas, such as on land and at toll plazas.

## MAIN ENVIRONMENTAL INDICATORS<sup>1</sup>

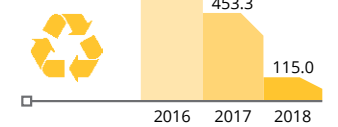
Water consumption (thousand m<sup>3</sup>)



Energy consumption (thousand GJ)



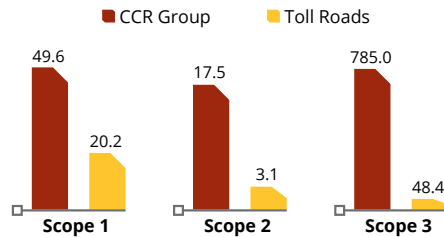
Waste disposal (thousand tons)



<sup>1</sup>Consider only GRI scope units.

Installation of LED lights at concessions is also a consolidated practice among units. Replacement of lighting systems is done gradually and all new projects are executed using this solution. In 2018, CCR RodoAnel finalized replacement of equipment in tunnels in the West Stretch of the Mário Covas Beltway, installing 3,000 lights to increase driver comfort and visibility.

## GHG EMISSIONS IN 2018<sup>1</sup> (thousand tCO<sub>2</sub>e)



<sup>1</sup>Consider only GRI scope units.

## INNOVATION ON THE ROAD

CCR Group continually seeks to boost its ability to incorporate civil construction waste and waste from other types of materials from improvement projects carried out on toll roads. This process is led by CCR Engelog and is aimed at guaranteeing the safety and quality of interventions, lowering costs and making business more environmentally sustainable.

The Road Research Center (RRC), located at CCR NovaDutra headquarters, has also contributed to this initiative. One of the fronts of research and innovation led by the RRC is increasing the use of recycled tires in the asphalt mix used to maintain roadways. This innovation not only contributes to reuse of waste, it also makes pavement more resistant to cracking and deformation.





Urban  
mobility

# Urban mobility

## CCR Group Concessions

- **ViaQuatro** • 2010 – 2040
- **CCR Barcas** • 2012 – 2023
- **VLT Carioca** • 2013 – 2038
- **CCR Metrô Bahia** • 2013 – 2043
- **ViaMobilidade** • 2018 -2038

## IIRC



### INTELLECTUAL CAPITAL

The development and implementation of technologies, such as passenger train car occupancy control, increase the quality of the service for users



### NATURAL CAPITAL

Mobility equipment helps improve air quality in large towns or cities



### MANUFACTURED CAPITAL

Investments in the purchase of rolling stock (trains and light vehicles), with cuttingedge technology for user transportation

## SDG



Access to safe, affordable, sustainable transport systems for all, reducing the negative environmental impact of cities



Resilience and adaptability of cities to climate change, also contributing to the mitigation of greenhouse gas emissions

## Global Compact



Respect for human rights



Elimination of discrimination



Non-participation in human rights violations



Approaching environmental challenges



Support for freedom of association



Environmental responsibility



Eradication of forced labor



Diffusion of environmentally friendly technologies



Abolishment of child labor



Fight against corruption


# Quality of service

## The urban mobility services

under CCR Group concession are of significant importance to improving traffic in major urban centers, with investments made in improvements to make users more comfortable and provide more agility in moving passengers. One of the main challenges for units is maintaining service quality in conjunction with work to improve and expand the system.

In São Paulo, ViaQuatro and ViaMobilidade overcame this challenge in 2018. The opening of new stations along Line 4-Yellow and Line 5- Lilac demanded planning and execution abilities from employees. In the case of ViaMobilidade, startup of operations in the last year also required agility in applying mandatory training to teams, as established in the concession contract.

CCR Metrô Bahia, which manages the Salvador-Lauro de Freitas metro system, also experienced delivery of new stations, connecting the population to the region's airport. Additionally, the concessionaire began to implement Urban Furniture, digital totems providing institutional and operational information to users without the need to print informational items.



In Rio de Janeiro, the VLT Carioca light rail, with two lines connecting the Santos Dumont Airport to the bus station, was classified as “good” or “very good” by 92% of users\*

Comfort, operational safety and wait times were aspects that received positive recognition from those surveyed

In 2018, the VLT moved over 17 million passengers

\*According to a survey by Instituto Datafolha released in January 2018.

## VIAQUATRO SPREADS GOOD PRACTICES

With six years of operations, ViaQuatro, CCR Group's oldest concession in the mobility segment, has shared the good practices used in its business model with strategic stakeholders. The unit took part in the “Best Urban Mobility Practices” event held by the International Association of Public Transport (IAPT) and the Association of Metro Engineers and Architects (Aeamesp). Over the event's two days, the highlight was sound branding projects for trains and stations and installation of panels providing information on train car capacities. ViaQuatro employees also shared their experiences and the tools they use in user services with their colleagues at CCR Metrô Bahia, aimed at service excellence. Professionals working at the concession in Bahia were trained to spread and multiply knowledge acquired with all other employees by June 2019.

# Safe operations

With an intense flow of passengers during operations, CCR Group's urban mobility concessions are challenged to perform maintenance activities with the utmost agility and efficacy, in order to guarantee user safety. Training for teams, investments in the latest technology and standardization of processes are essential to the success of this work.

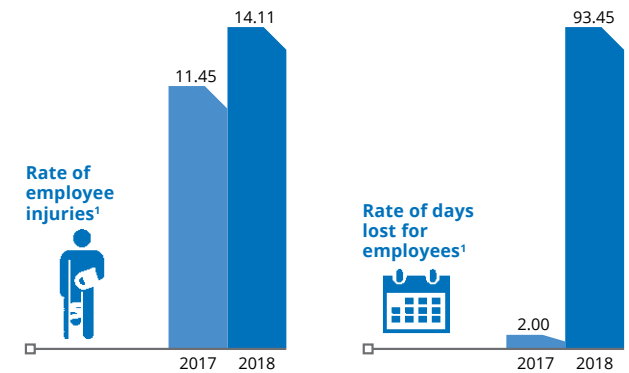
In Rio de Janeiro, maintenance of CCR Barcas vessels and equipment at boarding stations is done at the shipyard located in Niterói. The fleet includes 19 vessels and undergoes predictive, preventative and corrective maintenance.

CCR Metrô Bahia, which finalized construction of the metro system with the delivery of the airport station, implemented a system interconnecting to the airport terminal via bus. The concession is responsible for operating this connection, showing how unique operational safety is at each concession.

At all units, CCR Group also makes constant investments in campaigns to educate users, encouraging use of handrails, respect for audio advisories and other attitudes that contribute to preventing accidents. Moreover, the company monitors stations using cameras and security agents, curbing illegal practices.



Preventive maintenance,  
team trainings and  
adoption of top technologies  
contribute to ensure  
more security to users



<sup>1</sup>Consider only GRI scope units.

# Operational eco-efficiency

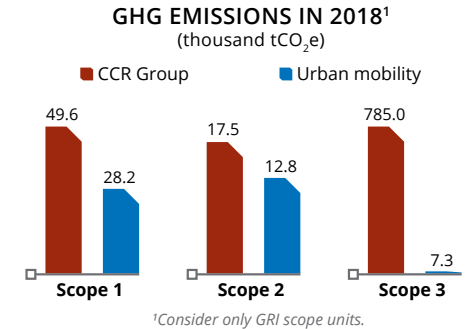
Mobility services encourage replacement of passenger transport vehicles in major urban centers, improving air quality and lowering pollutant emissions. To grow this benefit, units aim to reduce the consumption of energy needed for operations, especially movement of trains within metro systems.

In 2018, CCR Group's urban mobility business began a study to identify and manage the climate risks to which its operations may be exposed. This work will result in construction of the Climate Change Adaptation Plan for urban mobility.

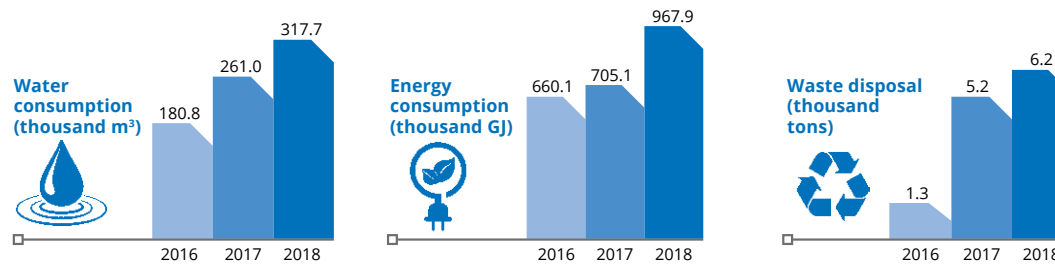
The study is aligned with the company's Corporate Policy on Climate Change, providing guidelines for business units to establish initiatives, practices and targets to mitigate and adapt to climate change.

In Rio de Janeiro, construction work on the last stretch of the VLT allowed for identification of a new archeological site with objects dating back to colonial Brazil. Research and cataloguing of the items found were done under the supervision of the Instituto do Patrimônio Histórico e Artístico Nacional - IPHAN (National Institute of Historic and Artistic Heritage).

At CCR Barcas, one of the main aspects managed is the risk of oil and fuel leaks during maintenance operations on vessels at the shipyard or during travel. The unit uses training, standardization of procedures and contingency plans to minimize these risks and establish measures to be adopted in emergency situations.



## MAIN ENVIRONMENTAL INDICATORS<sup>1</sup>



In 2018, the CCR Group started the development of the Climate Change Adaptation Plan for urban mobility



## SUSTAINABLE CITIES

Interventions in city landscapes are also considered in planning developed by concessions. CCR Metrô Bahia delivered a 12-kilometer bike path to the people of Salvador, a jogging track and a corridor of trees along the median of Avenida Paralela, one of the main thoroughfares in the Bahian capital.

The landscape project and urbanistic project connects the metro line managed by the unit with the urban ecosystem and further increasing the environmental benefits generated by the concession. During the implementation, CCR Metrô Bahia transplanted 400 trees to form the corridor, twice as many as were required for environmental compensation. The initiative moreover included recovery of fauna and aquatic plants in two artificial ponds, which serve to retain rainwater.



# Airports



# Airports

## CCR Group's Concessions and Companies

- **Aeroporto Internacional de San José** • 2012 – 2026
- **Aeroporto Internacional de Curaçao** • 2012 – 2033
- **BH Airport** • 2014 – 2044
- **Aeroporto Internacional de Quito** • 2015 – 2041
- **Total Airport Service (TAS)**

## IIRC



### FINANCIAL CAPITAL

The airport infrastructure is instrumental in increasing productive activities and generating income in the municipalities



### SOCIAL & RELATIONSHIP CAPITAL

Improvements and investments increase user satisfaction and bring about recognition for CCR Group in international awards



### HUMAN CAPITAL

Expansion of the Groups' business, including overseas transactions, creates new opportunities for employees and requires professional qualification

## SDG



Infrastructure modernization with improved efficiency in the use of resources and the adoption of clean and environmentally friendly technologies



Access to safe, accessible and sustainable transport systems for all, strengthening cultural heritage and local development

## Global Compact



Respect for human rights



Elimination of discrimination



Non-participation in human rights violations



Approaching environmental challenges



Support for freedom of association



Environmental responsibility



Eradication of forced labor



Diffusion of environmentally friendly technologies



Abolishment of child labor



Fight against corruption

# Quality of service

**CCR Group has consistently grown its** participation in the airport concession segment in recent years. The quality of service provided to passengers, airlines and other stakeholders interacting with the airports is a differential in the company's business model.

Investments made by BH Airport, which manages Confins International Airport (MG), have been recognized by institutions in Brazil and abroad. In early 2018, the unit received the Airport Service Quality (ASQ) award from Airports Council International (ACI World) for its progress in the quality of service provided. ASQ looks at passengers' perceptions and travel experience using 34 indicators, comparing over 300 airports worldwide.

Each quarter, BH Airport services are appraised using the Passenger Satisfaction Survey, coordinated by the federal government and involving 20 of Brazil's main terminals. In the third quarter of 2018, the airport received an overall satisfaction score of 4.61, on a scale of 0 to 5. In the last three years, the unit has gone from 12th to 2nd place in the ranking. Initiatives such as the Quiet Airport project, reducing the number of audio advisories in departure areas and increasing acoustic comfort, contributed to this performance.

Quito Airport (Ecuador), managed by Quiport, was once again recognized as the best terminal in the South America region in the 2018 edition of the Skytrax World Airport awards. The unit was also awarded in the Best Airport Team in South America category.

In 2018, CCR Group, holding a capital stake of over 97% in the concessionaire, took control of Aeris, which manages Costa Rica's international airport. Experience accumulated in the airport sector along with investments in employee training mean that the unit will advance even further in the service excellence and quality that are the hallmarks of the company across all of its businesses.

For the third consecutive year,  
the airport administered by Quiport (Ecuador)  
was chosen as the best of South America in the prize  
World Airport (british consultancy Skytrax)



## INTERNATIONALIZATION OF THE CCR INSTITUTE

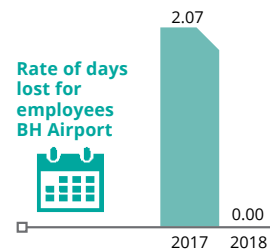
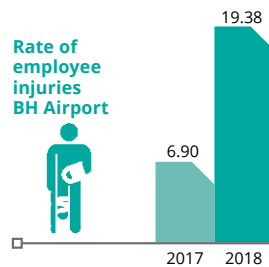
The work of CCR Group in foreign countries, through CCR Aeroportos, has allowed the CCR Institute to also cross borders in its action. In 2018, the Institute sponsored an international tour by pianist Simone Leitão, playing a Brazilian repertoire of classical piano music that is not yet widely known. Shows were held in Miami and New York (USA), Curaçao (an island in the Dutch Antilles archipelago) and Quito (Ecuador), in addition to São Paulo and Salvador.

# Safe operations

Safety at airport terminal operations managed by CCR Group demand joint action between all stakeholders working at terminal facilities. To continually enhance this process and minimize related risks, BH Airport has an integrated CIPA, a safety forum in which 100 people participate, including safety specialists and airport community representatives.

Maintenance activities on runways and cargo and aircraft movements are handled under the auspices of operational safety. Processes related to baggage and passenger inspections, monitoring of cargo and combating illegal acts are, in turn, covered by airport safety norms and instruments.

On the occupational safety front, concessions work to raise employee awareness, monitor correct use of protective equipment and other aspects during field inspections, and evaluate potential risks to people, proposing action plans. With these initiatives, BH Airport has been able to lower rates of accident severity and frequency, for example.



# Operational eco-efficiency

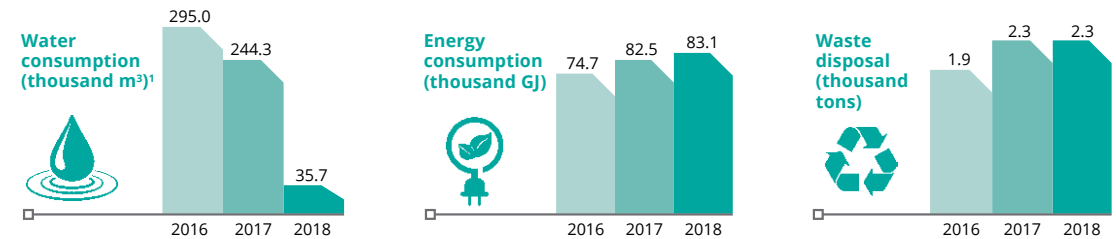
In the airport segment, greenhouse gas (GHG) emissions are one of the chief environment impacts resulting from operations. Aware of this issue and in an effort to find best practices, in 2018, BH Airport became the country's first airport concession to be recognized for mapping carbon emissions at level 1. The unit was accredited under the Airport Council International (ACI) Airport Carbon Accreditation program and was certified according to the ISO 14064 standard for GHG emissions.

The ACI program follows the guidelines of the GHG Protocol and the steps are created to assess and recognize airport initiatives aimed at improving environmental performance related to climate issues. After mapping emissions (level 1), the next steps are to reduce (level 2), optimize (level 3) and neutralize (level 4) GHG emissions. BH Airport has the goal of reaching the highest level of accreditation, which only 37 airports have achieved worldwide.

Another initiative carried out by the unit is the Supportive Sorting program, which has sent recyclables to the Associação de Catadores de Materiais Recicláveis de Lagoa Santa (Association of Recyclable Collectors of Lagoa Santa - Ascamare) since 2014. In 2018, the program reached the milestone of 1,000 metric tons of recyclables collected and donated to the 28 families that are part of Ascamare, contributing to generation of local revenue.

In Ecuador, Quiport is also even more engaged in eco-efficiency, having become the environmental vector of the Airport Excellence Program (APEX). APEX was created by the ACI to foster production of knowledge and

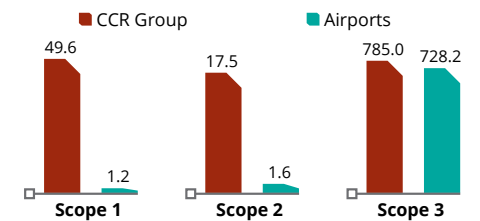
## BH AIRPORT'S MAIN ENVIRONMENTAL INDICATORS



<sup>1</sup>In 2018, a new premise was adopted to accounting, excluding the volume of water transferred to the assignee.

define procedures for issues critical to the airport sector. Built as a greenfield project, the Quito International Airport incorporated modern environmental management concepts in its construction, which is why it is able to share its good practices in waste management, effluent treatment and treatment and rehabilitation areas for birds that collide with aircraft.

## GHG EMISSIONS IN 2018<sup>1</sup> (thousand tCO<sub>2</sub>e)



<sup>1</sup>Consider only GRI scope units.



## WILDLIFE MANAGEMENT IN MINAS GERAIS

BH Airport has developed the Wildlife Risk Management Program (WRMP) at Confins International Airport (MG) aimed at reducing collisions between birds and aircraft in the terminal area. The WRMP relies on a team of biologists, veterinarians and environmental technicians, who employ techniques suited to capturing and frightening away animals in the operating area. Another focus of the program's action is to raise awareness among employees and residents in the surrounding area of the importance of appropriate waste disposal. The presence of food scraps, for instance, has the potential to attract bird, increasing the risk to operations.

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CCR collection

