



Annual &  
Sustainability  
Report  
**2018**  
GRI Guidebook



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# Message from the CEO

## GRI 102-14 •

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 in 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 highways, airports and mobility systems to free major urban centers of gridlock. We are ready and fortified for new opportunities, both in Brazil and abroad.

**Leonardo Couto Vianna**  
CCR Group CEO

# About the report

**GRI 102-40** • CCR Group engaged the following stakeholders in the process of updating its materiality matrix in 2016: employees and senior management, suppliers, municipal authorities, users, regulatory agencies, grantor authorities, institutional partners, the press and communities. In addition to this engagement aimed at defining the report's content, the company promotes continual mechanisms for dialog with employees, users, suppliers, investors and entities involved with or interested in private social investment projects developed and supported through tax incentive laws by CCR Institute.

**GRI 102-42** • In 2016, CCR Group held a workshop to identify and select stakeholders, based on analysis of how operations in different segments impact the company's various stakeholders. The process was conducted with the support of external consultants and involved representatives from every area, culminating in validation of results by senior management in 2017.

Stakeholders mapped were prioritized in a workshop with intermodal managers, based on the levels and approaches for engaging each stakeholder. The three criteria used in this prioritization were:

- **Means of communication adopted for each stakeholder:** non-existent, limited or various
- **Quality of engagement with each stakeholder:** low, medium or high
- **Nature of the relationship with each stakeholder:** short, medium or long term



**GRI 102-43** • Engagement aimed specifically at updating the materiality matrix is conducted annually, seeking the continual improvement of CCR Group sustainability reporting. The approach for this engagement is defined every year, according to that year's analysis of external context and most relevant inputs for the improvement of the materiality matrix. In 2016, the process 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 9 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 International Integrated Reporting Council (IIRC) in relation to the 2016 report and on inquiries received daily by the company from investors and rating agencies. In 2018, improvements to the report were incorporated based on IIRC's feedback and the GRI Stakeholder Engagement and Materiality Disclosure Review carried out in relation to the 2017 report, following its publication. This engagement with GRI offered a feedback from the stakeholders perspective, contributing to the clarity of the information presented on the disclosures submitted to this review.

Within continual mechanisms to engage stakeholders, different engagement approaches were used, defined based on the nature of each stakeholder's relationship. The frequency of these engagements also varies according to the context, the stakeholder and the channel of engagement. When the contact is through e-mail, the frequency is mostly either daily or weekly, according to the demand. The Ombudsmen manifestations occur daily. For employees, the business units provide channels via e-mail and, in some cases, an internal

radio. Users may contact the Ombudsmen, including by telephone 0800, and channels "Fale Conosco" (Contact us) via institutional websites and official profiles in social media, in addition to being heard periodically in satisfaction surveys. Suppliers and investors participate in annual engagement meetings, the Sustainability and Compliance Event with Suppliers and CCR Day, respectively. In addition, the company promotes mechanisms of dialogue with entities and institutions involved with CCR Institute via institutional mailbox and meetings.

**GRI 102-44** • The main topics and concerns raised by stakeholders in engagement aimed specifically at defining the materiality matrix were consolidated in the seven material CCR Group topics shown in indicator 102-47. These material topics reflect all the major concerns raised by the stakeholders and the response of CCR Group to these concerns is the development of the Annual & Sustainability Report, with the main practices, results and perspectives regarding the material topics.

Within continual engagement mechanisms, the most recurrent or significant issues for each stakeholder are assessed by the various areas of the company to take measures that contribute to the quality of relationships with stakeholders, institutional transparency and continual improvement of operations. All contacts receive feedback, according to common practices of the areas responsible for the respective channels or provided for in internal procedures and regulations. Among the employees, most of the contacts are related to suggestions of subjects for internal disclosure and opportunities for improvement in management practices and participation in internal surveys on diverse topics. Among the users, the most frequent requests refer to doubts or demands of support in the use of the services and evaluation of the treatment

provided in the business units of the various modalities.

Suppliers and investors show greater interest in the strategic alignment and clarity of the CCR Group's premises and expectations. For the first group, the critical issues are related to the requirements for supply and valorization of the partnership with contracted companies. In the capital market, the priorities are more directed to the operational and financial results, including medium and long-term perspectives. In interaction with third sector entities, the CCR Institute receives mainly demands on the rules of participation in the calls for projects and opportunities for partnership.

**GRI 102-45** • The GRI Guidebook 2018 of the CCR Group covers operations in Brazil with operational control of the company: CCR NovaDutra, CCR ViaLagos, CCR RodoNorte, CCR AutoBA, CCR ViaOeste, CCR RodoAnel, CCR SPVias, CCR MSVia, BH Airport, ViaQuatro, ViaMobilidade, CCR Barcas, CCR MetrôBahia, CCR S.A., CCR Actua, CPC (CCR Engelog and CCR EngelogTec), corporate offices in Rio de Janeiro and Brasilia and Samm. The indicators related to the employees (102-8, 102-38, 102-41, 205-2, 403-2, 403-3, 404-1, 404-2, 404-3, 405-1 and 405-2) also include third parties of CCR NovaDutra and the entities SPCP, ATP, FiveTrilhos and Toronto. Only the financial indicators (102-7, 201-1 and 203-1) have the same scope as the consolidated financial statements of the CCR Group, contemplating, in addition to the entities listed above, legal entities CCR España, MTH, CIIS, CCR Infra SP, CCR Lam Vias, CCR Mobilidade, CCR Ponte, Inovap 5, CCR España Emprendimientos, Alba Concessions, Alba Participations, Aeris Holding, Aeropuertos, Desarrollos, Terminal, CCR Costa Rica, IBSA Finance, IBSA, Green Airports, CCR Costa Rica, SJO Holding, CAP, CARE, CAI, CPA, SPAC, CIP, CCR USA, TAS and CCR ViaSul.

**GRI 102-46 | 102-49** • The process of defining the material topics for CCR Group had as inputs: direct engagement with stakeholders in 2016, analyses of the operational sectors, identification of trends and challenges for sustainable development in key global agendas, feedback provided by IIRC in 2017 and everyday questions from investors and rating agencies. The boundary of each topic was determined by CCR Group by analysing where the significant impacts, risks and opportunities of each topic occur. For the topics related to operational eco-efficiency and safe operations, the company identified that the transportations modes represented the entities with most significant impact, while administrative activities had much lower risks. Therefore, these two topics are related directly to the transportation modes. The other five material topics have their boundary defined as the whole company, as they are transversal to all operations. The external boundary was defined according to the stakeholders who are impacted in each context and the accounting of questions and demands raised by the stakeholders more frequently for each of the themes.

Topics were prioritized considering the influence of the various topics on stakeholders' decision-making and the impact of these same topics on corporate strategies. This analysis began by using direct engagement and analyses of documents, with the main criteria being prioritization of risks and opportunities associated with each topic, the significant impacts of CCR Group

activities, how often a topic was raised by one or different stakeholders, and the relationship between these aspects and the Sustainable Development Goals (SDGs). Within this process, the company identified 21 material topics, which were submitted to the Executive Board for deliberation and approval. In the end, 10 topics were prioritized and served as content guidelines for the 2016 Annual & Sustainability Report.

In 2017, topics underwent a maturation process and were incorporated into management, based on the report's opportunities for improvement identified with the IIRC and capital market representatives. Based on this, material topics were regrouped into five corporate topics and two topics related to transportation segments (toll roads, urban mobility and airports), reflecting structural and management synergies. The Excellence and Innovation topic was incorporated into Quality of Service, and Relationship with Grantor and Regulatory Authority was absorbed by Governance and Ethical Conduct. This updating process was approved by the Sustainability Steering Committee, formed by members of the Executive Board. No changes were made to the scope and limit of material topics in 2018.

The principles for defining the content of the report as defined by the GRI served as guidelines for every stage of work described. Listening to stakeholders directly, for the specific purposes of materiality or in permanent engagement, guaranteed inclusion

of stakeholders in the process. In turn, alignment with the SDGs and the perspective of the CCR Group's operational scenario for the 2016 cycle of consultations followed the principle of the context of sustainability. Finally, the materiality guidelines and completeness were assured in the prioritization stage, and in regrouping done in 2017, consolidating the opportunity for synergies between material topics.

**GRI 102-48** • When applicable, any information represented and that differs from data reported in previous years was highlighted under each indicator.

**GRI 102-50 | 102-51 | 102-52** • The report covers the period of January 1 to December 31, 2018. This is the 13<sup>th</sup> edition of the Annual and Sustainability Report, published annually by CCR Group. The most recent previous report was published on February 23, 2018.

**GRI 102-53 | 102-54 | 102-56** • This report was drafted according to the GRI Standards: Core option. The publication underwent external verification (for more information, consult the assurance report on page 59). Questions and comments on the report can be sent by e-mail to [sustentabilidade@grupoccr.com.br](mailto:sustentabilidade@grupoccr.com.br).



GRI 102-47 | 103-1 •

## 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



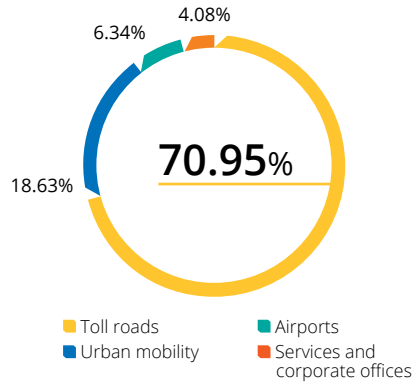
# CCR Group

## GRI 102-7 •

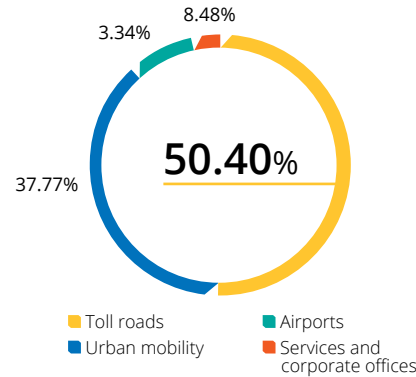
CCR Group' size indicators (R\$ million)	2018	2017	2016
Net revenue <sup>1</sup>	8,137	7,538	9,996
Gross debt	17,026	16,905	16,187
Equity	8,433	8,492	4,144
<b>Total assets</b>	<b>30,816</b>	<b>30,612</b>	<b>24,556</b>

<sup>1</sup>Excludes construction revenue

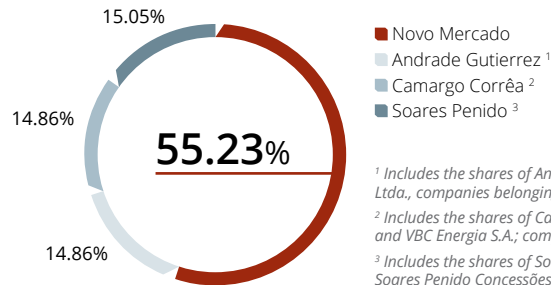
**GROSS REVENUE BY  
TRANSPORTATION MODE IN 2018**



**NUMBER OF EMPLOYEES BY  
TRANSPORTATION MODE IN 2018**



**CCR GROUP'S OWNERSHIP BREAKDOWN  
(31/12/2018)**



<sup>1</sup> Includes the shares of Andrade Gutierrez Concessões S.A. and AGC Participações Ltda., companies belonging to the Andrade Gutierrez Group.

<sup>2</sup> Includes the shares of Camargo Corrêa Investimentos em Infra-Estrutura S.A. and VBC Energia S.A.; companies belonging to the Camargo Corrêa Group.

<sup>3</sup> Includes the shares of Soares Penido Obras, Construções e Investimentos LTDA. and Soares Penido Concessões S.A.; companies belonging to the Soares Penido Group.

**GRI 102-1 | 102-3 | 102-5 •** CCR Group is under the CCR S.A. holding, a publicly traded corporation that is a pioneer in the Novo Mercado – a segment of the B3 (Brasil, Bolsa, Balcão) that joins corporations with best management practices. The Group's headquarters is located at Av. Chedid Jafet, 222 – Bloco B – 5º andar, Postal Code: 04551-065 – Vila Olímpia – São Paulo (SP). For more information go to: <http://en.grupoccr.com.br/grupo-ccr/about-grupo-ccr>

**GRI 102-2 | 102-4 | 102-6 •** CCR Group operates in toll road, urban mobility and airport concessions. The Group's businesses are structured into four divisions:

• **CCR Infra SP**

Responsible for toll roads in the state of São Paulo – CCR AutoBan, CCR ViaOeste, CCR RodoAnel, CCR SPVias and Renovias.

• **CCR Lam Vias**

Responsible for the managed toll roads run by the Group – CCR NovaDutra, CCR ViaLagos, CCR RodoNorte, CCR MSVia and ViaRio.

• **CCR Mobilidade**

Responsible for urban mobility concessions – ViaQuatro, CCR Barcas, VLT Carioca, CCR Metrô Bahia and ViaMobilidade – São Paulo metro's Line 5-Lilac and monorail's Line 17-Gold.

• **CCR Airports**

Responsible for airport operations – BH Airport, Curaçao Partners, AERIS, Quiport and Total Airport Services (TAS).

The Shared Services Centers of CCR Actua, CCR Engelog and CCR EngelogTec support Group companies with teams specialized in personnel management, engineering and technology. Samm is a service provider company working with high-capacity data transmission through fiber optic cables implemented along highways and along Metro Line 4-Yellow.



## Map of operations

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



**GRI 102-9** • The CCR Group supply chain is made up of companies in several categories and geographic regions. Aimed at ensuring good conduct in relationships with this public, CCR Group has a Code of Conduct and Ethics and the Clean Company Policy, containing topics on compliance and governance geared toward partners.

Management of CCR Group suppliers is centralized by the Shared Services Center, strengthening partnerships with a focus on transparency and on building shared value and under the auspices of the Integrity and Compliance Program. Within this context, CCR Group carries out due diligence processes in high-priority supplier categories (consulting, intermediary agents, works and conservation) and classes with a medium risk (software development, project companies, law firms, marketing, communication and events, NGOs and philanthropic institutions).

All contracts with suppliers include aspects of health and safety and standard draft contracts include termination clauses in the event that forced, slave-like or child labor is found. CCR Group does not yet have specific mechanisms to assess these topics.

Number of suppliers by region	2018	2017	2016
Brazil	5,599	5,634	6,245
Midwest	330	336	435
Northeast	479	510	531
North	3	2	8
Southeast	4,327	4,211	4,710
South	460	575	561
Overseas	98	85	77
<b>Total assets</b>	<b>5,697</b>	<b>5,719</b>	<b>6,322</b>

**GRI 102-10** • In January 2018, the ViaMobilidade consortium 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.

In June 2018, CCR Group announced the purchase of its partners' shares in the concession of the Juan Santamaría International Airport, taking a majority stake in the company with 97.15% of its capital. It also acquired a controlling stake, holding a 99.64% share, in Inversiones Bancnat S.A. (IBSA), which holds financial assets for Aeris.

In November 2018, CCR Group won a call for bids put out by the federal government, through the National Land Transportation Agency (ANTT), to take over the concession of the BR-101/290/386/448 toll roads in the state of Rio Grande do Sul. The contract was signed on January 11, 2019.

**GRI 102-12** • CCR Group participates in various volunteer initiatives related to sustainable development and corporate sustainability. Notable among these are:

• **Global Compact**

A United Nations (UN) initiative that establishes ten principles to promote human rights, dignified working conditions, environmental protection and anti-corruption practices. The Group has been a Global Compact signatory since 2011 and publicly reports advances it has made on the ten principles on a yearly basis through the Annual and Sustainability Report.

• **Na Mão Certa Program**

Developed by Childhood Brasil under the scope of the Corporate Pact against Sexual Exploitation of Children and Adolescents on Brazilian Highways. Through this involvement, CCR Group promotes initiatives to protect children and adolescents from sexual exploitation on roadways and confronts this serious violation of human rights.

• **Climate Forum – Business Action on Climate Change**

Coordinated by Instituto Ethos and created to monitor the commitments of the Open Letter to Brazil on Climate Change, released in 2009. Through the Open Letter, companies undertake voluntary commitments to lower their carbon emissions and seek partnership and dialog with the government to develop public policies geared towards climate change.

• **Carbon Disclosure Project (CDP)**

An international organization fostering publication of inventories of greenhouse gas emissions and mitigation actions by the companies listed on the world's biggest stock exchanges. CCR Group reports its strategies, projects and results related to the theme of climate change to the CDP on an annual basis.

• **2030 Agenda and the Sustainable Development Goals (SDGs)**

In 2016, CCR Group incorporated the guidelines and goals established by the UN, through publication of the SDGs, into its materiality review process. This allowed for mapping of key opportunities for operations to contribute to the 17 SDGs.

• **International Integrated Reporting Council (IIRC)**

CCR Group is part of a group of pioneering companies in adopting Integrated Reporting, a framework for using a more cohesive and efficient approach to the process of creating corporate reports.

• **Global Reporting Initiative (GRI)**

CCR Group participates in GRI's Gold Community program, a collaborative and multi-stakeholder network seeking to constantly update and share knowledge and trends in sustainability reporting.

**GRI 102-13** • Through participation in public discussions and trade associations, CCR Group contributes to articulating efforts favoring agendas in its sectors of operation and sustainable development.

Scope of involvement	Main organizations with which CCR Group companies are involved
<b>Institutional</b>	Associação Brasileira da Infraestrutura e Indústria de Base (Brazilian Infrastructure and Heavy Industry Association - ABDIB)
	Instituto Ethos
	Instituição Brasileira de Executivos de Finanças do Estado do Rio de Janeiro (Brazilian Institute of Financial Executives – IBEF – Rio de Janeiro)
	Instituto Brasileiro de Governança Corporativa (Brazilian Institute for Corporate Governance – IBGC)
	International Bridge, Tunnel and Turnpike Association (IBTTA)
	International Integrated Reporting Council (IIRC)
	Global Compact (UN)
	GRI Club Infra Brazil
	International Union of Public Transports (UITP)
	Grupo de Institutos, Fundações e Empresas (Group of Institutes, Foundations and Businesses – GIFE)
	Benchmarking de Investimento Social Corporativo (Corporate Social Investment Benchmarking – BISC)
	Associação Brasileira de Normas Técnicas (Brazilian Association of Technical Standards – ABNT), particularly the Road Transport System working group
	Fundo Social de Solidariedade do Estado de São Paulo (Social Fund for Solidarity of the State of São Paulo – FUSSESP)
	Regional administrative, engineering, agronomy, medicine, nursing and pharmacy boards, according to the technical qualifications of employees
<b>Toll Roads</b>	Associação Brasileira de Concessionárias de Rodovias (Brazilian Association of Toll Road Concessionaires – ABCR)
	Federação das Indústrias do Estado do Rio de Janeiro (Federation of Industries of the State of Rio de Janeiro (FIRJAN)
	Associação Brasileira de Ouvidores (Brazilian Ombudsman Association – ABO)
	Comitê Gestor do Programa de Inclusão de Pessoas com Deficiência no Mercado de Trabalho de Ponta Grossa (Program for Inclusion of Disabled Individuals in the Job Market (PROPcD) of Ponta Grossa (PR))
	Comitê Gestor do Conselho Paranaense de Cidadania Empresarial (Corporate Citizenship Council of the State of Paraná - CPCE)
<b>Urban mobility</b>	Observatório Social do Brasil dos Campos Gerais (Brazilian Social Observatory of Campos Gerais)
	Associação Latino-Americana de Metrô e Subterrâneos (Latin American Association of Metros and Subways - Alamys)
<b>Airports</b>	Associação Nacional dos Transportadores de Passageiros sobre Trilhos (Brazilian Association of Passenger Rail Transport - ANPTrilhos)
	Associação Nacional das Empresas Administradoras de Aeroportos (Brazilian Association of Airport Administration Companies – ANEAA)
	Associação dos Desenvolvedores do Vetor Norte (Association of Developers of Vetor Norte – AVNORTE)

**AO G4-4 | AO G4-7** • In Brazil, BH Airport has managed Belo Horizonte International Airport, in the municipality of Confins (MG), since 2015. BH Airport is made up of a public-private partnership and is responsible for guaranteeing the airport's functioning, performing maintenance on and expanding terminals and coordinating the infrastructure needed for other companies' operations at this location. The services provided by these companies, such as airlines and commercial establishments within the airport, are not under its management.

**AO G4-8** • The BH Airport site covers a total area of 15.12 square kilometers and includes the apron (86,000 square meters), passenger terminal (54,000 square meters), vehicle parking (34,200 square meters) and cargo terminal (12,000 square meters). The cargo terminal has an annual capacity of 40,000 tons.

**Destinations for flights departing from Confins (MG) International Airport<sup>1</sup>**

	2018	2017
Brazil	48,850	48,194
Argentina	705	538
Central America	347	357
North America	386	345
Europe	325	282
<b>Total</b>	<b>50,613</b>	<b>49,716</b>

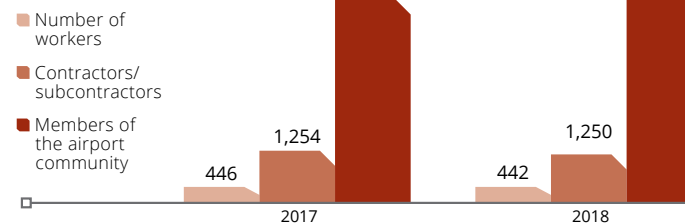
<sup>1</sup> Flights made by the following airlines: Latam, Gol, Azul, Avianca, TAP Portugal, Copa Airlines and American Airlines\* (up to 08/2018\*).

**AO G4-9** •

**Size indicators for Confins (MG) International Airport<sup>1</sup>**

	2018	2017
Size of the airport (km <sup>2</sup> )	15.12	15.12
Number of runways	1	1
Extension of runways (m)	3,000	3,000
Minimum connection time between domestic flights (minutes)	25	30
Minimum connection time between international flights (minutes)	25	90
Number of operations (arrivals + departures)	101,225	99,658
Number of airlines in operation	7	7
Number of regular destinations	45	45
Number of seasonal destinations	5	4

**NUMBER OF WORKERS AT CONFINS (MG) INTERNATIONAL AIRPORT**



# Business strategy and economic performance

## IIRC



### FINANCIAL CAPITAL

Focused on business competitiveness, CCR Group strives to maximize the creation of financial value for its investors. Business solidity and constant investments in operations, supported by systematic risk management, ensure the ability to produce results in the short, medium and long term.

## SDG



The effectiveness of the strategy and the solid growth of CCR Group foster the development of a high-quality, reliable, sustainable and resilient infrastructure.

## Global Compact



Support for freedom of association



Approaching environmental challenges



Eradication of forced labor



Environmental responsibility



Abolishment of child labor



Diffusion of environmentally friendly technologies



Elimination of discrimination

# Business strategy and economic performance

**GRI 103-1 | 103-2 | 103-3** • CCR Group operations make infrastructure solutions and services feasible, contributing to development in the regions where they operate. The company has been growing its presence in the toll road, urban mobility and airport modes of transport, by capturing opportunities in the Brazilian and international markets. The Group's growth strategy, as defined by the Board of Directors, establishes a long-term vision that assures the longevity of business and generation of value for the company and its various stakeholders. Five pillars of growth leverage this strategy: capital discipline,




qualified growth, people management, sustainability and corporate governance.

The General Business plan, which is revised annually, is the expression of this long-term vision, establishing the CCR Group's General Goals and Guidelines (GGGs), covering all units and formalizing strategic priorities and the governance and management model. The GGGs make new investments solutions and infrastructure services feasible, guaranteeing solidity, longevity and diversification of risks, considering the external context and stakeholder expectations.

External trends that may affect the company's strategies and internal aspects that are critical to making the plans outlined effective are subject to monitoring in accordance with the **CCR Group Risk Management Policy**, available to the public at the Investor Relations website. Among the most significant externalities for the company's business model are changes to Brazil's economic growth projections, which could impact the number of concession users, and possible changes by the grantor authority to contract and investment conditions and regulations. For more information on risk management at the company, see the response to indicator 102-15.

## New businesses and expansion in 2018

The infographic features three icons at the top: a train, an airplane, and a car on a road. Below each icon is a text block describing a project. The train icon is associated with the São Paulo metro expansion. The airplane icon is associated with the acquisition of a stake in Aeris. The car icon is associated with the concession contract for the Rodovia de Integração do Sul.

 Concession São Paulo metro's Line 5-Lilac and monorail's Line 17-Gold	 Acquisition of a larger stake in Aeris, which manages San José International Airport (Costa Rica), going on to hold 97.15% of capital (directly and indirectly)	 Concession contract for the Rodovia de Integração do Sul (RIS), covering over 400 km, which will be managed by the Group's new concessionaire, CCR ViaSul
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[Click here](#) to learn more about this topic at 2018 Annual & Sustainability Report



**GRI 102-11** • CCR Group does not start any activity where there is a serious or irreversible risk to the environment until effective measures have been adopted to mitigate this risk. Risk management processes assure the effectiveness of this corporate guideline. See item 4.1 of the **Reference Form** for more information.

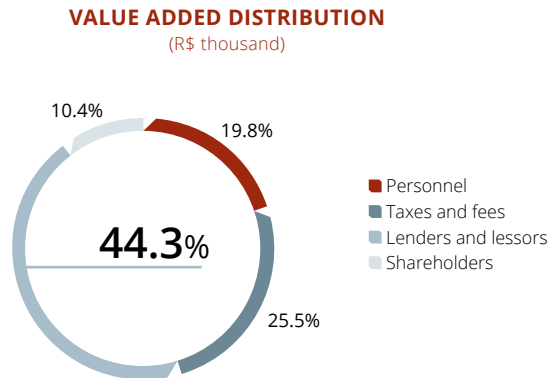
**GRI 201-1** • The added value of CCR Group totaled R\$ 6.1 billion last year, 21.2% lower than 2017, due to the reduction in the added value received in transfer. Community investments, recorded among inputs purchased from third parties, include donations and tax incentives and amounted to R\$ 30.1 million in 2018.

**GRI 102-15** • The threat of an event or action that could negatively affect achievement of business goals and opportunities is considered as a risk by CCR Group. The company's Risk Management Policy was released in March 2018, the main objective of which is to establish principles, guidelines and responsibilities for CCR Group to follow in managing risks.

The Board of Directors, supported by Advisory Committees, is responsible for identifying, assessing, monitoring and administrating the risks to which the company is exposed. In addition, it defines the level and degree of exposure that CCR Group is willing to accept in implementing its

business strategies and in executing its activities. This body oversees compliance with risk parameters through reports issued by the Executive Board or through its Advisory Committees.

The Risk Management Policy is available on the **CVM website** and on the **CCR Group website** under Investor Relations. Full information related to the company's risks is public and can be found in the **CCR Group Reference Form** (sections 4.1, 4.2 and 5), under the Investor Relations area on the company's website (available only on Portuguese). For more information about CCR Group's impacts and opportunities, refer to the **Annual & Sustainability Report 2018** (chapters CCR Group, Context and performance, and Business model).



Value added distribution (R\$ thousand)	2018	2017	2016
Personnel	1,212	1,009	844
Taxes and fees	1,557	1,706	1,535
Lenders and lessors	2,711	3,264	3,903
Shareholders	636	1,783	1,637
<b>Total value added</b>	<b>6,116</b>	<b>7,762</b>	<b>7,919</b>

Risks can cover one or more aspects:

- Reputational
- Strategic
- Financial
- Operational
- Regulatory
- Political
- Technological
- Social and environmental

Based on the following criteria:

- **Preventive Focus**  
Preventive and wide-ranging identification of risks associated with processes, aimed at minimizing the occurrence of errors and irregularities.
- **Added Value**  
Proposing opportunities that can contribute to reducing costs, optimizing results and minimizing losses.
- **Independent Vision**  
An impartial position in relation to the results of Internal Audit.
- **Management Awareness**  
Spreading the importance of the concepts of risk management as an instrument to gain a competitive advantage.
- **Focus**  
Development of a work plan aligned with the organization's expectations, focused on the main risks to the business.
- **Selectivity**  
Definition of standards, criteria and timeframes for reporting on the results of work.
- **Security and Transparency**  
Comfort in relation to the integrity and appropriateness of processes.
- **Methodological Standards**  
Definition of the approach for performing Internal Audit work and basic characteristics of the products generated.
- **Quality**  
Establishment of mechanisms to monitor the quality of work and products generated.

# Governance and ethical conduct

## IIRC



### SOCIAL & RELATIONSHIP CAPITAL

The institutional reputation of CCR Group is underpinned, among other aspects, by the excellence of both corporate governance and the management of compliance aspects. Business management in full compliance with applicable legal requirements and in line with the main market benchmarks is recognized by stakeholders.

## SDG



The adoption of best corporate governance practices along with the highest standards of compliance is instrumental in bringing about responsive, inclusive, participatory and representative decision making.

## Global Compact



Respect for human rights



Abolishment of child labor



Non-participation in human rights violations



Elimination of discrimination



Support for freedom of association



Fight against corruption



Eradication of forced labor

# Governance and ethical conduct

**GRI 103-1 | 103-2 | 103-3 | 205-3** • CCR Group's commitment to ethics and transparency is made explicit in its Code of Conduct and Ethics and in the CCR Group Clean Company Policy, in line with Law 12.846/13. These guidelines orient the Integrity and Compliance Program, which covers disclosure of these standards and norms of conduct, employee training and mechanisms to investigate grievances and mitigate risks related to this theme. In 2018, the company revised its Code of Conduct and Ethics and established the Office of the Vice President of Compliance, reporting directly to the Board of Directors (learn more under indicator 102-16), in addition to strengthening training for the internal public (learn more under indicator 205-2).

On February 23, 2018, stories were reported in the press on CCR S.A. and certain companies that are CCR Group members as being mentioned in plea bargain testimony from Adir Assad, who supposedly reported that payments were made as a result of contracts to sponsor various sports events, between fiscal years 2009 to 2012. This matter was subject to a Market Notice, released on February 24, 2018.

In an extraordinary meeting of the Board of Directors held on February 28, 2018, a resolution was passed to create an Independent Committee, which would work with legal advisors and an international consulting firm specialized in corporate investigations to start an investigation to verify the facts of these news stories or any connected facts that may or may not involve other Group companies.

On February 28 and March 12, 2018, the company reported material facts, informing the market not only of the creation of the Independent Committee, but also its members and the selection by the

Independent Committee of legal advisors and an international consulting firm specialized in performing corporate investigations, as mentioned before. As disclosed in the material facts of February 28, the Independent Committee's conclusions were to be submitted to the Board of Directors, which was to make resolutions concerning necessary measures to be taken.

On May 3, 2018, the company received a request for information from the São Paulo State Prosecution Office, under the scope of a Civil Investigation, regarding facts reported in the press. The deadline for responding to this request was May 14, 2018. However, in the course of this request being made, new clarifications were requested, with prejudice to the aforementioned deadline. Afterward, before the aforementioned requests could be fulfilled, the São Paulo State Prosecution Office sealed the proceedings.

On May 20, 2018, a story was published under the title of "Prosecution Office Finds CCR Slush Fund for Alckmin Campaign." According to the market notice, dated May 24, 2018, the company, in response to an Official Letter from the Brazilian Securities and Exchange Commission (CVM), clarified that on February 28, 2018, as soon as it became aware of reports in the press regarding the supposed practice of illegal acts involving the Group, an Independent Committee was set up to conduct investigations related to the events mentioned in the reports and connected events. Furthermore, the company also reiterated that the Committee's work had not yet been finished, and that the investigations conducted under its supervision had therefore not been finalized.

On September 26, 2018, CCR reported a material fact, providing notice that as a result of the 55th phase of Car Wash - Integration Operation - conducted by the Federal Police, a search and seizure of documents was being carried out at the company's headquarters, at the headquarters of CCR RodoNorte, a controlled company, as well as at the homes of former and current Group executives, including the former CEO of CCR RodoNorte and the Operating Director of CCR RodoNorte, with these two individuals being placed in temporary police custody on that date. However, they were released; the former after a ruling by the Federal Regional Court for the 4th Region and the latter after a ruling by the Federal Supreme Court. Both formally resigned the Executive Board positions they held at CCR RodoNorte on April 26, 2018 and September 27, 2018, respectively.

On October 4, 2018, the company disclosed two material facts, providing notice that on this date, the Paraná state government published Decree 11.243/2018 in the state's Official Gazette, formalizing the Paraná state government's intervention in Concession Contract 75/1997, executed with CCR RodoNorte, through DER/PR. The Decree took effect on the date of publication, with intervention having an initial term limited to 180 days, extendable for equal and successive periods; the exercise of management activities at CCR RodoNorte is not included under the powers attributed to the intervening party. Among the motivations for the decree of intervention in the Contract were the findings of the 55<sup>th</sup> phase of Operation Car Wash and the facts that are being investigated by this operation.

On October 9, 2018, CCR RodoNorte received Official Letter 005/2018-PA, through which the Paraná State Secretary of Infrastructure and Logistics gave notice that Administrative Process 15.417.882-1/2018 was being opened, based on Law 12.846/2013 and Article 4 of Decree 10.271/2014, to investigate conduct and any liability by CCR RodoNorte and other toll road concessionaires in the state, in light of the facts being investigated by the 55<sup>th</sup> phase of Operation Car Wash. The aforementioned Official Letter did not extend the deadline for presenting information or a defense. The necessary measures are being adopted to defend the contractually assured interests and rights of CCR and CCR RodoNorte.

On October 11, 2018, the company disclosed a material fact, providing notice that on this date, the Magistrate of the 1<sup>st</sup> Federal Circuit Court of Paraná handed down a ruling, in the record for Common Proceedings Action 5045805-58.2018.4.04.7000, filed by CCR RodoNorte against the Paraná State Government and others, granting a preliminary injunction for the purposes of determining that "intervention" should read "inspection" and that "intervening party" should read "inspector," relative to Paraná State Government Decree 11.243/2018. The preliminary injunction granted was based on the fact that the motivation for the intervention decree shows that the purpose of said norm would not be to assume management of the concession to guarantee fulfillment of the contract and the law, as established in Article 32 of Law 8.987/1995, but merely to guarantee inspection and oversight of concessionaires. With this being the case, the company clarified in the material fact that, by force of the aforementioned preliminary relief, there is no intervention in the concession managed by CCR RodoNorte. There is only "inspection," which solely gives the Grantor Authority concession oversight power (a power which the Grantor Authority has always been guaranteed by Clause XXIII, line "a," of the Concession Contract). CCR RodoNorte continues to be responsible for managing the concession.

On October 15, 2018, the company reported a material fact, stating that it continues firm in its aim of collaborating with the authorities so that the ongoing investigation clarifies the recently reported facts in the media.

On November 29, 2018, the company disclosed a material fact, stating that on that date an Agreement for Resolution of Dispute was signed with the São Paulo State Prosecution Office ("MP/SP"), which will later be submitted for certification by the courts. Based on this Agreement, the company will pay a total of R\$ 81,530,000.00, with R\$ 64,530,000.00 going to the state of São Paulo and R\$ 17,000,000.00 being donated to the School of Law at the University of São Paulo. These amounts will be paid in two payments, with the first paid in the amount of R\$ 49,265,000.00 on March 1, 2019 and the remainder paid on March 1, 2020. Execution of the Agreement for Resolution of Dispute brings a close to Civil Investigation PJPP-CAP 14.0695.0000295/2018 (see item 4.5 of the **Reference Form**), being conducted by MP/SP, which was aimed at finding certain facts involving the company and some of its controlled companies. The terms and conditions of the Agreement for Resolution of Dispute are confidential.

On December 7, 2018, the company reported a material fact, providing notice that the investigations being conducted by the Independent Committee, established on February 28, 2018, were finalized on December 5, 2018, with the Board of Directors being notified of the results of the investigation at a meeting held on December 7, 2018. The aforementioned result is confidential, since it includes facts covered in the Agreement for Resolution of Dispute.

In light of the facts and recommendations presented and without prejudice to the measures already taken in an effort to enhance the company's control mechanisms and corporate governance structure, the Board of Directors

unanimously decided to take the following measures effective immediately: enhancement of internal controls and governance structure, including in relation to internal CCR Group policies and the Code of Conduct and Ethics; creation of a work plan to address all recommendations made by the Independent Committee, with a detailed assessment of risks related to the activities of the company and its subsidiaries and controlled companies, considering the sector of operation and the level of interaction with the public sector; and permanent monitoring of the progress of each of the measures determined on this date by the Board of Directors.

Additionally, in the material fact, CCR stated that there were no people involved in the illegal actions investigated on the aforementioned date who are serving as company administrators and at CCR Group companies and that it will submit the results of the investigation to the appropriate public authorities and will maintain its shareholders and the market in general duly informed of any news related to the matters covered.

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.

[Click here](#) to learn more about this topic at 2018 Annual & Sustainability Report



**GRI 102-16** • OCCR Group is committed to contributing to society's sustainable growth and development through investments in infrastructure, with ethics and transparency. To strengthen this work, in 2018, the company revised its Code of Conduct and Ethics, through which all employees reaffirm their commitment.

These actions are inserted into the process of consolidating the company's Integrity and Compliance Program, coordinated by the CCR Group Compliance area. In an effort to expand and reinforce the importance of the topic of compliance, in 2018 the Board of Directors approved the creation of the Office of the Compliance Vice President, reporting directly to the highest governance body.

The guidelines for upstanding business management are in the CCR Group Code of Conduct and Ethics and in the Clean Company Policy, in line with Law 12.846/2013. These documents clarify the position that employees and third parties take in relation to the company's stakeholders, such as suppliers and employees of municipal, state and federal public agencies, in Brazil and abroad.

The Clean Company Policy also contains the rules of conduct in relation to public agencies, setting guidelines for conduct that must be followed according to current laws. They cover aspects to make relations with public agents more transparent, seeking to minimize the risk of inappropriate behavior, such as combating corruption and money laundering.

In 2018, specific training was provided aimed at raising employee awareness, in addition to interacting with suppliers and maintaining relations with public agents.

### Evolution of corporate governance practices

All of these actions show that the Integrity and Compliance Program has been maturing, mitigating risks and augmenting corporate security through the rules and policies established, periodic training, continual communication and risk assessments.

In 2018, CCR Group also announced important changes to its governance and accountability model and it adopted the guidelines of the Brazilian Corporate Governance Code for Publicly Traded

Companies, following Comissão de Valores Mobiliários (Brazilian Securities and Exchange Commission – CVM) Instruction 586. Based on these guidelines, the Board of Directors approved the Company's Risk Management Policy. With these changes, the Group is compliant with all of the changes approved in the *Novo Mercado* Regulations.

### UPDATING THE CODE OF CONDUCT AND ETHICS

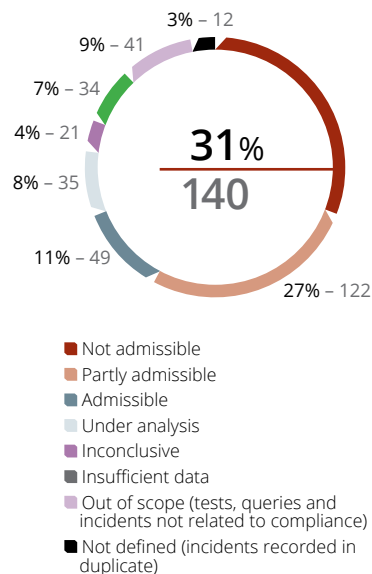
In 2018, the Code of Conduct and Ethics was updated according to specifications from the Comissão de Valores Mobiliários (CVM). The goal is to stress the need to employees and other stakeholders to provide early notice of any relationship that could represent any sort of conflict of interest and to emphasize the need for periodic training at units and of combating corruption.

Among other topics, the Code of Conduct and Ethics covers employee, supplier, service provider and third party performance guidelines, on topics such as conflict of interests, donations and contributions in general, relations with public authorities, tenders, bookkeeping and money laundering.

The Code also provides a more evident clarification of the company's practices in relation to anti-corruption and anti-discrimination practices and prohibitions on child or forced labor across all links in the supplier chain. A chapter dedicated to shareholder and investor relations was also updated. To reinforce all of these guidelines, CCR Group holds a series of training sessions and has an internal communications campaign, spreading information and guaranteeing that everyone has an understanding of the importance of topics covered in the Code.

**GRI 102-17** • The CCR Ethics Hotline was created in 2015 and is available to all stakeholders to report any violation of the Code of Conduct and Ethics or of the CCR Group Clean Company Policy. Reports are discussed at periodic meetings of the Integrity and Compliance Committee (ICC) with the Compliance area and are kept confidential and secret by CCR Group.

**REPORTS RECEIVED BY THE ETHICS HOTLINE SINCE ITS IMPLEMENTATION BY COMPLETION STATUS**



**GRI 102-18** • The governance structure at CCR Group is made up of the Board of Directors, which is responsible for defining strategic guidelines and management supervision; the Executive Board, which manages business and the growth strategy; and by the Advisory Committees, advisory bodies that support the analysis of proposals made by the Executive Board and the evaluation of externalities to make the decision-making process more streamlined. Under the bylaws, CCR Group governance also includes the non-permanent Supervisory Board, on which three effective members and three alternate members serve.

The governance model adopted by CCR Group establishes roles, composition and dynamics that cover the holding company and all business units, ensuring balance is achieved in decision-making processes. Management is done collectively and always in line with the Board of Directors and Executive Board, which are supported by technical and advisory committees. The role of each, both individually and collectively, is outlined in the Internal Rules for the Board of Directors and the Company's respective Advisory Committees.

Among other duties, the Board of directors is responsible for defining strategic objectives and approving the general objectives and guidelines, electing the members of the Executive Board, deliberating on the succession plan of the Chief Executive Officer and Vice Presidents, and evaluating the management process of CCR Group. The Advisory Committees enhance the decision-making process through in-depth discussion of topics under their responsibility.

Committees do not have an executive function and issue reports on recommendations related

to matters analyzed during deliberations by the Board of Directors, guaranteeing that economic, social and environmental aspects are incorporated into business strategy and management. Among the management committees that are part of the Company's Board of Directors, the Strategy and Sustainability Committee is responsible for guaranteeing inclusion of social and environmental aspects into risk management and the company's growth strategy.

### 2018 governance composition

Nine effective members and their respective substitutes serve on the CCR Group's Board of Directors, along with an additional three independent members, for a total of 12 effective members. The number of independent members complies with the provisions in the Novo Mercado Regulations for B3 S.A. – Brasil, Bolsa, Balcão and with § 2 of article 12 of the Company's Articles of Incorporation.

The Statutory Executive Board currently contains 11 members, in addition to two non-statutory members (Senior Vice President of Compliance and Senior Vice President of Corporate Management), elected at meetings of the Board of Directors held in 2018 and whose elections will be submitted to the next General Shareholders' Meeting.

Directors responsible for CCR Group administration and management are elected by the Board of Directors to serve two-year re-electable terms. Members of the Board of Directors, Executive Board and Supervisory Board are nominated according to the Policy on Nomination of Administrators, Advisory Committees to the Board of Directors and Supervisory Board.



## Advisory Committees

### • Human Resources Committee

Provides opinions and proposes changes to the compensation policy for CCR Group and its subsidiaries, Profit Sharing Programs, processes for appointing directors and potential candidates nominated by the CEO, at the request of the Board of Directors, among others.

### • New Business Committee

At the request of the Board of Directors, the Committee assesses development of studies for potential acquisitions of stakes in new business, identifying obstacles, challenges and approaches to be used in negotiation.

### • Audit Committee

Aimed at assisting the Board in defining quality standards and assessing financial reports and internal controls, in addition to risks involved in accounting principles used and the appropriateness and efficacy of internal controls.

### • Governance Committee

Suggests and supervises the format and the process for instating the Board of Directors, periodically developing, revising and proposing improvements. This committee proposes the dynamic for the Board of Directors to function and conducts a periodic assessment of the Board of Directors, Committees, the CEO of the CCR Group and the Board Secretary.

### • Finance Committee

Examines CCR's financial policy, analyzing its structure and recommending corrective actions. This committee also oversees and reports to the Board of Directors regarding key financial issues, such as loans/refinancing of long-term debt, risk analysis, dividend policy, issuance of shares and debt securities and investments.

### • Strategy and Sustainability Committee

Evaluates the CCR Group's General Objectives and Guidelines and Business Plan, all suggested by the CEO. This committee is also responsible for identifying critical themes and good social and environmental practices at the company and at industry businesses, in addition to supporting the Audit Committee in effective supervision and mitigation of social and environmental risks.

## STRATEGIC VISION OF SUSTAINABILITY

It is up to the Strategy and Sustainability Committee to guarantee inclusion of social and environmental aspects in risk management and growth strategy. Among this body's strategic priorities is the CCR Group position as a reference in corporate sustainability, through engagement in global agendas and participation in the main market indices related to this topic. CCR Group has been a signatory of the Global Compact since 2011 and is a voluntary participant in transparency initiatives such as the Carbon Disclosure Project (CDP), drafting annual and sustainability reports pursuant to International Integrated Reporting Council (IIRC) and Global Reporting Initiative (GRI) guidelines. Moreover, CCR Group has been listed for eight consecutive years in the B3 (Brasil, Bolsa, Balcão) Corporate Sustainability Index (ISE) and participates in Corporate Social Investment Benchmarking (BISC), among other initiatives.

<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

**GRI 102-28** • The assessment process used by the CCR Group Board of Directors was changed in 2018, in line with B3 Novo Mercado regulations that took effect as of January 2. Previously done each quarter, assessment of the Board of Directors, Committees, the Company's Executive Board and the Board Secretariat will now be done at each term.

The body responsible for conducting the assessment process is the Governance Committee. Board members and CCR Group Directors will respond to questionnaires that translate practices established in the Board of Director's statement of operating principles, which will then be evaluated collectively. These anonymous questionnaires are next sent in sealed envelopes for analysis by a specialized outside consultant.

Consolidated information is returned to the Governance Committee, which drafts an opinion for discussion, including recommendations to the Board of Directors regarding improvements and action plans.

The assessment process also includes creation of a matrix of skills of Board of Directors members, created by an external company with market recognition. The goal will be to verify this body's efficiency and the complementarity of its functions, in addition to highlighting any improvements to its makeup.

**GRI 102-35** • The Compensation Policy for the members of the CCR Group's Statutory Executive Board, Board of Directors, Advisory Committees and Supervisory Board was approved in 2018 by the Board of Directors. The Policy's main goal is to assure that the compensation policy is related to objectives aimed at adding value to CCR Group, providing no incentives for conduct that raises exposure to risk over levels considered prudent in the short-, medium- and long-term strategies.

The Policy considers the following guidelines as differentials in compensation: different positions that the members occupy and the jobs they perform; time dedicated to their functions, competency and professional reputation, considering experience and qualification; and the market value of their services.

Compensation of CCR's effective Board of Directors members is 100% fixed. Members of the Board of Directors serve as members of the Advisory Committees and may receive additional compensation each time they participate in meetings by these bodies.

Compensation for the Executive Board is comprised of four parts: fixed, variable, indirect and job-based. The base salary is determined according to the position occupied by the professional and by values practiced in the market.

Variable pay for directors is connected to medium- and long-term targets, according to Profit Sharing Programs. Quantitative targets, with a weight in percentage, are connected to adding Economic Value Added (EVA) and minimal distribution of dividends. The rest is related to qualitative targets, including relations with stakeholders, operational improvements, qualified growth of the operational portfolio and sustainability targets. Job-based compensation only applies in specific situations and based on rules established in advance by CCR Group.

There is also a Long-Term Bonus Program, consisting of a value generation policy and that is not a form of compensation, allowing executives to acquire rights based on appreciation of stock, cash generation and CCR Group's dividend payout ratio.

The **CCR Group Compensation Policy** is available online at the Group's Investor Relations site and at the **CVM** site.

**GRI 102-38 •**

<b>Ratio of total annual base salary</b>	<b>2018</b>	<b>2017</b>
A. Total annual base salary of highest earning individual (R\$)	1,265,273.00	1,985,430.00
B. Total annual base salary of all other employees (R\$)	36,742.14	38,123.88
<b>Ratio – multiple (A/B)</b>	<b>34</b>	<b>52</b>

**GRI 205-1 •** In 2018, a specialized company was contracted to renew the compliance risk assessments done in 2015 at CCR Actua, CCR AutoBAN, the São Paulo office (Corporate Center), CCR EngelogTec and CCR NovaDutra. Field work was finalized in 2018 and the measures necessary to mitigate risks will begin to be implemented in the first quarter of 2019.

<b>Operations subject to risk analyses for corruption<sup>1</sup></b>	<b>2018</b>	<b>2017</b>	<b>2016</b>
Number of operations analyzed	6	6	4
Percentage of total operations	29%	32%	21%

<sup>1</sup>The total number of operations changed from the prior year due to the change to the premise of consolidation. As of 2018, accounting only includes units that are part of the GRI scope.

**GRI 205-2 •** All employees were notified in 2018 of the update to the Code of Conduct and Ethics and of the publication of a new Normative Instruction with the specific guidelines for relationships with public agents. In addition, on-site training was given to cover these changes with directors and unit managers. Eight board members, representing 44% of total board members, were also notified of these changes, with no training aimed at this public.

External disclosure of CCR Group's anti-corruption guidelines is broad and transparent, with the Code of Conduct and Ethics and the Clean Company Policy available on the company's institutional website and for all suppliers at the time of contracting. In June 2018, suppliers were specifically engaged in this theme through the 3<sup>rd</sup> Sustainability and Compliance Meeting.

Employees trained in anticorruption policies and practices in Midwest

	2018		2017		2016	
	Number of employees trained	Percentage of total	Number of employees trained	Percentage of total	Number of employees trained	Percentage of total
Executive Board	2	100.00%	0	0.00%	3	100.00%
Managers	4	100.00%	1	16.67%	8	100.00%
Coordinators	1	16.67%	1	11.11%	12	100.00%
Supervisors	0	0.00%	1	2.44%	71	100.00%
Administrative	1	2.00%	7	11.67%	135	98.86%
Operational	0	0.00%	240	33.29%	662	97.48%
Apprentices	0	0.00%	13	100.00%	0	0.00%
Interns	0	na	0	na	2	100.00%
<b>Total</b>	<b>8</b>	<b>1.05%</b>	<b>263</b>	<b>30.87%</b>	<b>893</b>	<b>97.38%</b>

Employees trained in anticorruption policies and practices in Northeast

	2018		2017		2016	
	Number of employees trained	Percentage of total	Number of employees trained	Percentage of total	Number of employees trained	Percentage of total
Executive Board	2	100.00%	2	40.00%	5	100.00%
Managers	6	60.00%	16	84.21%	19	95.23%
Coordinators	10	66.67%	20	100.00%	15	84.21%
Supervisors	0	0.00%	38	77.55%	50	95.45%
Administrative	5	4.35%	45	27.44%	169	96.29%
Operational	1	0.09%	464	38.96%	750	94.05%
Apprentices	0	0.00%	15	34.88%	43	87.03%
Interns	0	0.00%	30	96.77%	20	100.00%
<b>Total</b>	<b>24</b>	<b>1.67%</b>	<b>630</b>	<b>41.39%</b>	<b>1,071</b>	<b>94.03%</b>

### Employees trained in anticorruption policies and practices in Southeast<sup>1</sup>

	2018		2017		2016	
	Number of employees trained	Percentage of total	Number of employees trained	Percentage of total	Number of employees trained	Percentage of total
Executive Board	46	95.83%	51	100.00%	38	88.37%
Managers	41	50.62%	49	64.47%	58	55.76%
Coordinators	74	47.44%	42	35.29%	99	68.27%
Supervisors	8	3.79%	67	37.43%	464	60.80%
Administrative	118	10.08%	317	29.71%	1,034	83.73%
Operational	15	0.21%	2,088	34.27%	3,467	60.79%
Apprentices	0	0.00%	217	100.00%	160	73.39%
Interns	1	1.54%	44	100.00%	34	79.06%
<b>Total</b>	<b>303</b>	<b>3.28%</b>	<b>2,875</b>	<b>34.41%</b>	<b>5,354</b>	<b>64.79%</b>

<sup>1</sup> Does not include board members or BH Airport operations.

### Employees trained in anticorruption policies and practices in South

	2018		2017		2016	
	Number of employees trained	Percentage of total	Number of employees trained	Percentage of total	Number of employees trained	Percentage of total
Executive Board	1	100.00%	1	50.00%	2	100.00%
Managers	2	100.00%	1	50.00%	4	100.00%
Coordinators	6	85.71%	2	25.00%	5	100.00%
Supervisors	2	14.29%	6	40.00%	44	100.00%
Administrative	16	36.36%	13	29.55%	68	100.00%
Operational	1	0.20%	401	82.17%	434	95.31%
Apprentices	0	0.00%	29	100.00%	4	100.00%
Interns	0	0.00%	0	na	1	100.00%
<b>Total</b>	<b>28</b>	<b>4.75%</b>	<b>453</b>	<b>77.04%</b>	<b>562</b>	<b>95.90%</b>



**GRI 307-1** • In 2018, CCR Group paid R\$ 78,996.02 in environmental fines, as a result of occurrences at CCR Metrô Bahia, ViaQuatro, CCR Barcas and CCR NovaDutra; individually, these fines are not significant. All fines are controlled by the SisJuri and FlexChain systems and their significance is established based on the company's total revenue for the current year.

**GRI 406-1** • There were no reports of discrimination to the CCR Ethics Hotline in 2018. However, the company received a notice from the Labor Prosecution Office regarding Civil Investigation 008252.2017.02.000-0. The process regards a grievance filed in 2017 by a ViaQuatro employee, alleging workplace harassment at stations as well as discrimination based on race and sexual orientation. CCR Group is monitoring investigation of the process and reaffirms its policy of a safe, healthy, non-hostile and non-intimidating workplace.

**GRI 412-3** • In all CCR Group contracts deemed significant, there are clauses requiring compliance with human rights. Contracts are deemed significant when they are executed among related parties and with third parties at a value in excess of R\$ 20 million, approval of which depends on a resolution by the Board of Directors.

**Compliance with human rights in investment contracts**

	2018	2017	2016
A. Contracts or agreements subject to human rights clauses or assessments	71	52	120
B. Total investment contracts or agreements executed by CCR Group	71	52	127
<b>Percentage of total (A/B)</b>	<b>100.00%</b>	<b>100.00%</b>	<b>94.49%</b>

**GRI 415-1** • In compliance with Law 13.165/2015, CCR Group companies did not make political donations in 2018.

**GRI 419-1** • Payment of significant fines given to CCR Group business unit totaled R\$ 1.37 million in 2018. These fines are related to non-compliance with legislation, regulations or voluntary socio-economic commitments.

Unit	Amount paid in 2018 (R\$)
CCR MSVia <sup>1</sup>	436,599.99
CCR ViaOeste	320,891.44
CCR RodoAnel	233,543.73
CCR Barcas	159,562.04
ViaQuatro	108,578.34
CCR AutoBAn	108,206.92
CCR NovaDutra	3,300.00
<b>Total</b>	<b>1,370,682.46</b>

<sup>1</sup> The amount paid by CCR MSVia regards a fine received in 2018 from the National Land Transportation Agency (ANTT) and payment in installments on two processes received in 2014.

# Relations with stakeholders and community development

IIRC



## SOCIAL & RELATIONSHIP CAPITAL

Engagement with neighboring communities and the private social investment projects developed by CCR Institute contribute to the Group's reputation with its stakeholders and to a constructive relationship with local populations. This social license is key to the proper development of business.

SDG



Initiatives of CCR Institute such as the Estrada para a Saúde (Road to Health) project expand access to health care services, contributing to the prevention of diseases.



Support for educational initiatives, with special emphasis on the Caminhos para a Cidadania (Paths to Citizenship) project, broadens access to high-quality educational development.



Dialogue with communities and private social investment projects step up sustainable development efforts by raising the awareness and sensibility of the CCR Group stakeholder network.

Global Compact



Respect for human rights



Eradication of forced labor



Approaching environmental challenges



Non-participation in human rights violations



Abolishment of child labor



Environmental responsibility



Support for freedom of association



Elimination of discrimination



Diffusion of environmentally friendly technologies



Fight against corruption

# Relations with stakeholders and community development

**GRI 103-1 | 103-2 | 103-3** • Socioeconomic and cultural development in the regions where CCR Group has operations is promoted through strategic articulation by the CCR Institute. Established in 2014 as a non-profit public interest civil society organization (OSICIP), the Institute plays a relevant role in optimizing direct social investments and investments made through the Group's tax breaks, contributing to its expertise in prioritizing resources according to the characteristics of each location and generating social value and value in relationships for units, as well as the company's institutional brand. The work done by the CCR Institute includes direct investments in proprietary projects, support for initiatives through fiscal incentives and promotion of social themes using internal and external communication campaigns.

Notable among the former group is the Caminhos para a Cidadania (Paths to Citizenship) program, aimed at educating public school students on topics such as traffic safety and citizenship. In the last year, a pilot module was implemented to train teachers involved with the initiative online. The use of

technology in virtual training is an important step to adapting the program within the context of digital transformation. In addition to online training for all teachers, a pilot is planned for 2019 using this methodology with student beneficiaries. The second proprietary project at the CCR Institute is the Estrada para a Saúde (Road to Health) program, providing health services and quality of life to the truckers who use roads managed by CCR Group. In 2018, Estrada para a Saúde served over 22,600 truckers at permanent CCR AutoBAN and CCR ViaOeste posts and at travelling stations at CCR NovaDutra, CCR RodoNorte, CCR MSVia and CCR SPVias.

Support for initiatives through tax incentives is also made feasible by the CCR Institute Call for Cultural Projects, held annually since 2016. The third call for projects, held in 2018, selected 11 projects, with a total of R\$ 3 million invested through the Rouanet Act. A fourth call for projects was put out at the end of the year, to allow for a change in the selection calendar, which will now always take place in the second semester. In 2018, a show supported by the Institute crossed the Brazilian border for the

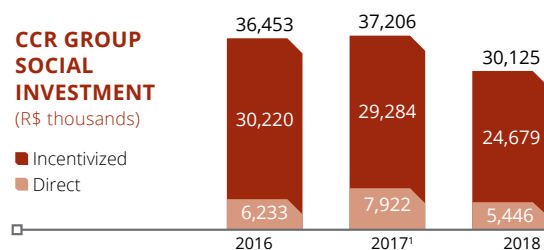
first time. A tour by pianist Simone Leitão included shows in Brazil, Ecuador, the USA, Costa Rica and Curaçao.

In relation to campaigns, the scope of awareness-raising done by the CCR Institute includes civic aspects, volunteering and conscientious consumption, in addition to health and safety. The sweater drive in 2018 was noteworthy, under the umbrella of the "Nosso Mundo Melhor" (Our Better World) volunteer program, which raised over 120,000 apparel items and blankets in good condition for donation.

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**GRI 203-1** • In 2018, the investments amounted to R\$ 2.11 billion. The concessionaires invested the most were CCR RodoNorte, CCR Metrô Bahia and CCR NovaDutra, representing, respectively, 22.2%, 19.9% and 12.2% of the total of the fiscal year. CCR RodoNorte's investments focused on in twinning and refurbishment Works in multiple segments. CCR Metrô Bahia invested mainly in civil works, rolling stock, systems and signage. CCR NovaDutra carried out works on several bridges and viaducts.

**GRI 413-1** • Over the last year, CCR Institute activities reached 95% operations, with investments of R\$ 30 million and impacting around 2.7 million people. Projects supported through fiscal incentives accounted for 82% of the total invested. Notable among the year's main achievements were preliminary steps to internationalize the CCR Institute, by sponsoring a classical music project through the Rouanet Act. Shows by pianist Simone Leitão were held in partnership with the Quiport (Ecuador), Curaçao Partners (Caribbean) and Total Airport Services – TAS (USA) units.



<sup>1</sup> In 2017, considers a one-time incentivized investment made with Renovias and the impact of the Caminhos para a Cidadania (Paths to Citizenship) program under ViaRio's areas of influence.

**Local engagement, assessment of impacts and/or development programs<sup>1</sup>**

	2018	2017	2016
A. Operations with programs to assess local impacts and/or community engagement and development	20	19	18
B. Total number of operations	21	23	23
Percentual of total (A/B)	95.2%	82.6%	78.3%

<sup>1</sup> The total number of operations changed from the prior year due to the change to the premise of consolidation. As of 2018, accounting only includes units that are part of the GRI scope.

**Number of projects and municipalities benefitted<sup>1</sup>**

	2018	2017	2016
Number of projects <sup>2</sup>	83	106	116
Municipalities benefitted <sup>3</sup>	154	130	137

<sup>1</sup> Data related to the public and municipalities benefitted does not include ViaQuatro and ViaMobilidade, which perform proprietary management of social investments, and in addition to the scope of the GRI Guidebook, this data considers the ViaRio, Curaçao Airport, Quiport and TAS units, based on the tour by pianist Simone Leitão.

<sup>2</sup> The number of projects refers to those who had resources in the year 2018, but most will be executed in 2019.

<sup>3</sup> The number of municipalities benefitted regards locations where projects executed activities in 2018; however, most of them received effective financial support the year prior.

**GRI A08** • Expropriation and indemnification procedures for property affected by public utility works are regulated by Brazilian law, which establishes rights and procedures that allow for fair payment to the owners of areas that will be affected. In compliance with current laws, the Expropriation Program in the Environmental Impact Assessment (EIA) and the Environmental Impact Report (RIMA) establish payment of the market value of land and improvements.

No project or venture implemented by BH Airport required resettlement of communities near airport facilities in 2018. It is worth mentioning that an Expropriation Program is planned within the New Landing and Takeoff Runway and Other Complementary Structures project. The EIA/RIMA for the project have been finalized and it is undergoing technical assessment by environmental authorities. The New Runway will be implemented in territory within the municipalities of Lagoa Santa (96.81 hectares), Confins (324.79 hectares) and, minimally, Pedro Leopoldo (0.20 hectares). A small area outside of the current Airport Site will need to be expropriated to make the project technically feasible.

# Development of human capital

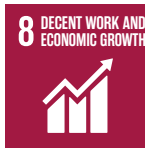
## IIRC



### HUMAN CAPITAL

The Shared Services Center (SSC) manages and supports the professional development of the more than 12 thousand employees of CCR Group. People management prioritizes talent retention, staff training and the assurance of a motivating work environment, strengthening the identification of each professional with the strategic business objectives.

## SDG



CCR Group's people management contributes to the promotion of full and productive employment, decent work and the eradication of degrading labor practices.

## Global Compact



Respect for human rights



Eradication of forced labor



Non-participation in human rights violations



Abolishment of child labor



Support for freedom of association



Elimination of discrimination

# Development of human capital

**GRI 103-1 | 103-2 | 103-3** • CCR Group's business is directly related to knowledge of human capital. Specific and functional technical competencies are developed through training and education provided according to the needs of the business. Formation of new strategic leaders in succession planning, aimed at providing continuity in business management and promoting their growth, represents one of the company's strategic goals.

Training needs for the coming years have been identified by unit, public and specific segments. Based on this mapping, targets and priorities are established, which include mandatory, technical and functional training, as well as development of operations and service leaders. All of this mapping is based on the company's business goals, as well as on units' specific needs.

In 2018, an assessment of executives – including Directors and Superintendents at the Group's units – was done based on the newly established competencies, continuing work begun in 2014 under the Strategic Leadership Identification and Development Program. For 2019, we will reformulate the individual development plan (IDP) and the development trails by competency for upper and middle management.

CCR Group already carries out the Individual Targets Plan (ITP), which includes economic and financial, qualitative and professional and personal development targets for all employees. The goal of individual targets is to motivate employees in their work, engaging them in improving individual and collective performance,

in addition to showing how each person's contributes to results.

The company provides all employees with the Nosso Mundo do Saber (Our World of Knowledge) portal, a tool that lets them take classes online. Some of the classes are designed by specialists and focus on the employee's personal and professional development.

**GRI 404-1** • In 2018, the number of training hours provided by CCR Group increased by 11.2%, year over year. Because the company's headcount also grew during this period, average training hours per employee did not change significantly.

All employees have access to a portfolio of 40 online courses, 27 of which are aimed at development of behavioral skills, with topics such as emotional intelligence, resilience, feedback and motivation. Notable among the professional development initiatives promoted in the last year for employees are:

- Workshops discussing the new cycle of competency-based assessment, aligned with the company's strategic goals and geared towards all analysts, coordinators, managers, superintendents, directors and vice presidents.
- Development of a customized graduate course in Infrastructure, Trends and Development Mechanisms, in partnership

with Fundação Getulio Vargas (FGV). CCR subsidizes 100% of the course for 10 company employees.

- Continuing Education Program for 500 service leaders, focusing on providing services and involving classroom and online actions.

Average hours of training <sup>1</sup>	2018	2017
<b>By gender</b>		
Men	16.85	14.45
Women	7.20	11.55
<b>Total</b>	<b>13.27</b>	<b>13.29</b>
<b>Breakdown of job levels</b>		
Executive Board	6.75	4.28
Managers	6.38	13.32
Coordinators	10.80	17.25
Supervisors	27.01	25.56
Administrative	6.88	12.15
Operational	14.13	13.04
Apprentices	9.41	12.12
Interns	9.27	19.14
<b>Total</b>	<b>13.27</b>	<b>13.29</b>

<sup>1</sup> Does not consider board members.

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**GRI 102-8** • Data shown in the tables was compiled from the CCR Group's payroll, considering the location where each company is headquartered. There is no seasonality in the company's workforce and no significant activities are done by workers who are not Group employees.

Number of employees by gender	2018		2017		2016	
	Men	Women	Men	Women	Men	Women
<b>By employment type</b>						
Full time	7,221	4,184	6,490	4,195	6,320	4,248
Part time	351	279	301	247	198	156
<b>Total</b>	<b>7,572</b>	<b>4,463</b>	<b>6,791</b>	<b>4,442</b>	<b>6,518</b>	<b>4,404</b>
<b>By contract type</b>						
Indefinite term	7,331	4,214	6,579	4,229	6,019	3,969
Fixed term	241	249	212	213	499	465
<b>Total</b>	<b>7,572</b>	<b>4,463</b>	<b>6,791</b>	<b>4,442</b>	<b>6,518</b>	<b>4,404</b>

Number of employees under indefinite term contracts by gender and region	2018		2017	
	Men	Women	Men	Women
Midwest	449	293	508	331
Northeast	1,031	326	1,050	366
Southeast	5,533	3,367	4,699	3,308
South	318	228	322	224
<b>Total</b>	<b>7,331</b>	<b>4,214</b>	<b>6,579</b>	<b>4,229</b>

Number of employees under fixed term contracts by gender and region	2018		2017	
	Men	Women	Men	Women
Midwest	9	13	6	7
Northeast	67	10	70	36
Southeast	153	195	119	145
South	12	31	17	25
<b>Total</b>	<b>241</b>	<b>249</b>	<b>212</b>	<b>213</b>

**GRI 102-41** • Only apprentices and interns are not covered by collective agreements in the CCR Group units.

**Employees covered by collective bargaining agreements**

	2018		2017		2016	
	Number of employees	Percentage of total	Number of employees	Percentage of total	Number of employees	Percentage of total
CCR NovaDutra <sup>1</sup>	1,289	96.48%	1,378	96.30%	1,410	97.38%
CCR ViaLagos	177	97.25%	181	95.76%	177	96.20%
CCR RodoNorte	564	95.76%	559	94.81%	581	99.15%
CCR AutoBAn	1,198	96.07%	1,253	98.88%	1,255	96.39%
CCR ViaOeste	748	96.14%	775	97.42%	761	97.69%
CCR RodoAnel	450	95.14%	456	95.61%	460	99.35%
CCR SPVias	669	95.98%	680	95.74%	692	95.98%
CCR MSVia	742	97.12%	839	98.45%	902	98.36%
BH Airport	390	97.01%	398	96.48%	413	95.38%
ViaQuatro	1,138	94.83%	1,027	93.18%	955	95.69%
ViaMobilidade <sup>2</sup>	991	96.49%	na	na	na	na
FiveTrilhos <sup>3</sup>	1	100.00%	na	na	na	na
CCR Barcas	837	95.55%	857	97.78%	889	97.59%
ATP4	1	100.00%	na	na	na	na
CCR Metrô Bahia	1,346	93.86%	1,448	94.89%	1,065	93.50%
CCR Holding (corporative offices)	123	98.40%	126	98.41%	106	88.33%
CCR Actua	304	94.12%	299	95.32%	287	94.41%
CCR Engelog	136	95.77%	163	96.32%	184	97.35%
CCR EngelogTec	358	96.50%	345	97.68%	355	96.21%
Samm	59	98.33%	58	98.28%	57	98.28%
MOBUP (Toronto) <sup>2</sup>	7	100.00%	na	na	na	na
<b>Consolidated</b>	<b>11,528</b>	<b>95.79%</b>	<b>10,842</b>	<b>96.39%</b>	<b>10,549</b>	<b>96.58%</b>

<sup>1</sup> CCR NovaDutra data includes third parties.

<sup>2</sup> ViaMobilidade and MOBUP (Toronto) were established in 2018, therefore no information from previous years is applicable.

<sup>3</sup> Subsidiary company of ViaMobilidade, therefore no information from previous years is applicable.

<sup>4</sup> Subsidiary company of CCR Barcas, until 2017 it was presented in a consolidated form with the unit numbers.

**GRI 404-2** • With a special focus on preparing employees for the transition to retirement, in 2018, CCR Group launched the Nova Jornada (New Journey) Program, offering an overview of this important stage of life, post-career. The program includes group meetings and one-on-one services to support and assist employees in preparing their future lives from an economic, social and psychological standpoint. The first group of 30 employees over age 60 was held in 2018.

**GRI 404-3** • In 2018, CCR Group promoted the Assessment and Appraisal Cycle, which began to take place annually and which caused a significant increase in the percentage of employees receiving performance assessments compared to 2017. This process includes a series of stages, defined specifically for the Service Provision Group (SPG) and Analytics & Management Group (AMG), involving consolidation in committees and formal feedback for the individual assessed, among other aspects.

For SPG employees, assessments measure individual performance and support training, development actions, profit-sharing and merit-based wage increases. In 2018, the process covered all units.

Among professionals that are part of the AMG and for Assistants, the main goal of the process is to assess individual performance in relation to the company's culture and values, serving as a reference for training, development actions and succession planning.

**Percentage of employees that received a performance assessment**

	2018	2017	2016
<b>By gender</b>			
Men	81.21%	33.58%	80.24%
Women	84.67%	32.46%	84.01%
<b>Overall</b>	<b>82.49%</b>	<b>33.14%</b>	<b>81.76%</b>
<b>Breakdown of job levels<sup>1</sup></b>			
Directors	88.68%	7.81%	86.79%
Managers	84.54%	10.08%	87.59%
Coordinators	88.59%	10.34%	85.08%
Supervisors	89.93%	29.86%	96.63%
Administrative	86.53%	15.54%	89.15%
Operational	85.90%	38.58%	83.19%
<b>Overall</b>	<b>82.49%</b>	<b>33.14%</b>	<b>81.76%</b>

<sup>1</sup> Apprentices and interns do not receive performance assessments.

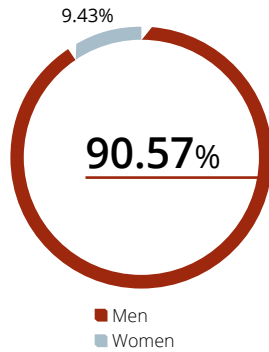
**GRI 405-2**

**Ratio of base salary of women to men by job level**

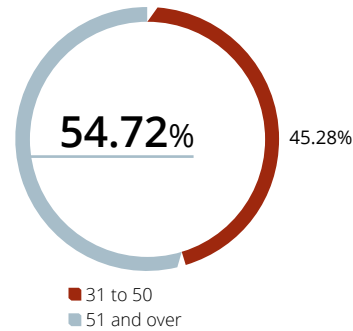
	2018	2017
Directors	69%	57%
Managers	85%	83%
Coordinators	98%	96%
Supervisors	102%	97%
Administrative	72%	72%
Operational	67%	66%
Apprentices	95%	104%
Interns	101%	105%
<b>Overall</b>	<b>66%</b>	<b>60%</b>

GRI 405-1 •

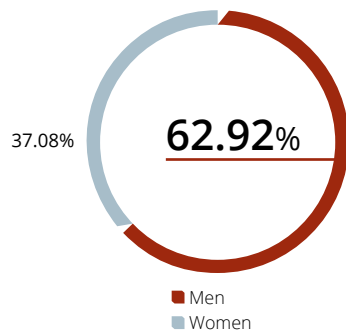
COMPOSITION OF THE GOVERNANCE BY GENDER



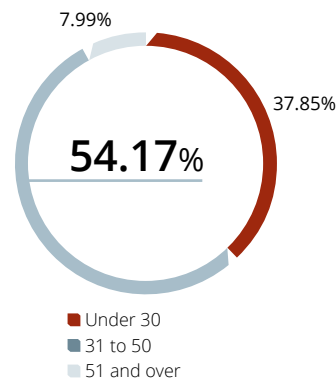
COMPOSITION OF THE GOVERNANCE BY AGE GROUP



COMPOSITION OF FUNCTIONAL LEVELS BY GENDER



COMPOSITION OF THE FUNCTIONAL LEVELS BY AGE GROUP



Number of women in leadership positions

	2018	2017
Executive Board	5	3
Managers	19	19
Coordinators	51	50
<b>Total</b>	<b>75</b>	<b>72</b>

Number of disabled employees by job level<sup>1</sup>

	2018	2017
Managers	3	4
Coordinators	9	8
Supervisors	11	7
Administrative	70	58
Operational	289	260
Apprentices	7	7
<b>Total</b>	<b>389</b>	<b>344</b>

<sup>1</sup> There were no disabled employees at the executive board and intern levels over these two years.

**Breakdown  
of job levels  
In 2018**

	By gender		By age group		
	Men	Women	Under 30	31 to 50	51 and over
	Executive Board	90.57%	9.43%	0.00%	45.28%
Managers	80.41%	19.59%	1.03%	62.89%	36.08%
Coordinators	72.28%	27.72%	5.98%	76.63%	17.39%
Supervisors	84.23%	15.77%	12.42%	72.82%	14.77%
Administrative	49.46%	50.54%	34.97%	59.09%	5.94%
Operational	64.36%	35.64%	36.97%	55.26%	7.77%
Apprentices	49.53%	50.47%	100.00%	0.00%	0.00%
Interns	54.43%	45.57%	97.47%	2.53%	0.00%

**Breakdown  
of job levels  
In 2016**

	By gender		By age group		
	Men	Women	Under 30	31 to 50	51 and over
	Executive Board	98.11%	1.89%	0.00%	28.30%
Managers	86.13%	13.87%	1.46%	64.96%	33.58%
Coordinators	71.82%	28.18%	4.97%	77.35%	17.68%
Supervisors	81.14%	18.86%	11.11%	74.41%	14.48%
Administrative	49.29%	50.71%	35.12%	58.37%	6.51%
Operational	60.22%	39.78%	35.52%	56.79%	7.70%
Apprentices	47.75%	52.25%	99.65%	0.35%	0.00%
Interns	51.52%	48.48%	93.94%	6.06%	0.00%

**Breakdown  
of job levels  
In 2017**

	By gender		By age group		
	Men	Women	Under 30	31 to 50	51 and over
	Executive Board	95.31%	4.69%	0.00%	29.69%
Managers	84.03%	15.97%	0.84%	65.55%	33.61%
Coordinators	71.26%	28.74%	5.17%	76.44%	18.39%
Supervisors	80.90%	19.10%	13.54%	71.53%	14.93%
Administrative	49.09%	50.91%	35.46%	57.46%	7.08%
Operational	61.28%	38.72%	38.18%	53.89%	7.84%
Apprentices	47.13%	52.87%	99.68%	0.32%	0.00%
Interns	59.74%	40.26%	93.51%	6.49%	0.00%

# Quality of service

## IIRC



### INTELLECTUAL CAPITAL

Investments in the quality of assets (toll roads, urban mobility and airports) are an essential basis for the provision of high-quality services to users. CCR Group adopts cutting-edge technology in its operations, and has the Shared Services Center as a differentiated structure for continuous improvement.



### SOCIAL & RELATIONSHIP CAPITAL

User satisfaction is the primary goal of all the units. By constantly monitoring satisfaction rates and implementing improvements, CCR Group strengthens its image and reputation with this audience, which recognizes the quality of service delivery.

## SDG



Excellence in intermodal operations (toll roads, urban mobility and airports) and corporate innovation improve the technological capabilities of the sectors.



Through its operations, CCR Group provides access to safe, accessible and sustainable transport systems.

## Global Compact



Respect for human rights



Eradication of forced labor



Approaching environmental challenges



Non-participation in human rights violations



Abolishment of child labor



Environmental responsibility



Support for freedom of association



Elimination of discrimination



Diffusion of environmentally friendly technologies



# Quality of service

**GRI 103-1 | 103-2 | 103-3** • CCR Group makes continual investments in modernizing, increasing comfort and safety and guaranteeing service excellence for its users. Each unit is responsible for determining practices and mechanisms to monitor user satisfaction, always in accordance with applicable legal and regulatory requirements.

In the toll roads segment, teams are trained to provide agile, cordial, safe and reliable service. Moreover, investments prioritize the quality of highways and support infrastructure, such as emergency phones, tow trucks and ambulances. To evaluate the level of user satisfaction, 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. The result of the survey showed an 80% rate of satisfaction with the services provided, compared to 78% in 2017 and 76% in 2016.

Also last year, three concessionaires in which CCR Group holds shareholder interest (Renovias, CCR ViaOeste and CCR AutoBA) took the top awards at the Concessionaire of the Year Award. Held by the São Paulo State Transportation Agency (ARTESP), the

award considers criteria such as efficiency of operational services, improvements to roadways, innovation and user choice. In addition, for the seventh year in a row the Bandeirantes Highway, managed by CCR AutoBA, took first place in the 2018 CNT Highway Survey, carried out by the Confederação Nacional dos Transportes (National Confederation of Transport – CNT). This same ranking included four other CCR Group units (CCRViaOeste, CCR SPVias, CCR NovaDutra and Renovias) among the top 20 in the country, for one or more stretches of toll roads under their management. CCR ViaLagos was the only toll road among all toll roads crossing the state of Rio de Janeiro to be classified as “excellent” on all aspects assessed.

At urban mobility units, investments prioritized premium materials and technologies to guarantee the availability and punctuality of services, with comfort and safety for passengers. All units carry out user satisfaction surveys; however, their results cannot be disclosed due to regulatory issues. At CCR Barcas, an internal rate developed in 2017 evaluates criteria such as wait time, vessel and station quality, boarding and de-boarding conditions, service provided by employees, trip speed and service confidence. Additionally,

units provide user and Ombudsman services by phone, e-mail and SMS, with the CCR Metrô Bahia Ombudsman deserving special mention for its use of mobile actions at stations to serve passengers.

In the area of airports, priorities for service quality are related to accessibility and cleanliness of facilities, operational safety and agility and cordiality in serving passengers. Each quarter, BH Airport, which manages Belo Horizonte International Airport (Confins, MG), takes part in a Passenger Satisfaction Survey coordinated by the Ministry of Transportation, Ports and Civil Aviation. In the third quarter of 2018, the airport was among the best ranked in the country, with an overall score of 4.61 (on a scale of 0 to 5), beating the record set the previous year of 4.42. Among the factors driving this result are the quality of internet and Wi-Fi provided to passengers, the quantity and quality of restaurants and snack shops, the availability of seats in the departure lounge and the general feeling of cleanliness and safety.

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# Safe operations

## IIRC



### MANUFACTURED CAPITAL

Investments in the improvement and expansion of modes of transport (toll roads, urban mobility and airports) guarantee the adoption of leading-edge technologies and the continuous operational efficiency of assets. Excellence in management also enhances the ability to create value in operations, making the best possible use of physical resources.

## SDG



Road safety management continually seeks to reduce the occurrence of accidents and fatalities on roads under CCR Group concession.



The safety of operations, employees and users (toll roads, urban mobility and airports) is key to access transport systems and for inclusive urbanization.

## Global Compact



Respect for human rights



Non-participation in human rights violations

# Safe operations

**GRI 103-1 | 103-2 | 103-3** • Health and safety management at CCR Group is based on five pillars: People, Resources/Technology, Processes, Knowledge and Policy/Relations. Among the main guidelines are 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 area, which are responsible for managing the guidelines and commitments within this topic. Units, in turn, maintain various programs geared toward improving well-being and promoting employee health, with specific targets aligned with the Normative Instruction on Occupational Health and Safety, which establishes responsibilities for the entire CCR Group. The company has an 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.

Since 2017, the Health Profile survey has been carried out to learn more about employees' habits and lifestyle. When employees participate in the survey, they receive a report with personalized advice on their health, including tips to adopt habits that will help them lead healthier lives. Consolidation of the results of these consultations will set the direction for the Group to promote campaigns and actions aimed at the main risks found, with the reformulation of the Quality of Life Program, set for 2019. All information contained in the questionnaires answered is kept extremely confidential by the medical team in charge of the study, maintaining each individual's privacy.

With an eye on user safety, CCR Group toll road concessionaires carry out various awareness-raising actions during the year, with advice on preventive vehicle maintenance, safety belt use and being a careful driver. With investments made to modernize assets, technology, maintenance and service, CCR Group has achieved major reductions in road accident numbers, in line with the third goal in the Sustainable Development Goals, Health and Well-Being, reducing fatalities and injuries on roadways.

At urban mobility units, campaigns raise passenger awareness of risks that are frequently overlooked, such as people not looking their cell phones while walking and using the handrail on escalators, as well as of matters inherent to this means of transportation, such as precautions taken when getting on and off trains. Cameras and security teams also work daily to strengthen passenger safety, curbing illegal practices on trains and in stations.

At airports, the safety of operations covers not only aspects of employees' working conditions and the general safety of passengers, but also questions of airport security, such as transportation of illegal substances. Professionals are continually trained on routines to identify and deal with suspicious conditions and a strict security system guarantees appropriate levels of access to restricted areas of the airport.

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**GRI 403-2** • Indicators related to occupational accidents and health are monitored by units daily and are consolidated at the corporate level by CCR Actua. In 2018, the rate of injuries among employees remained relatively stable, across both region and gender. The exception is BH Airport, which had 10 accidents, six of which involved women and four involving men; this raised the rate of injury at this operation. It is worth highlighting that no incident caused an employee to take time-off at BH Airport. In relation to the rate of days lost, there was an increase in the toll road and urban mobility segments, mostly due to two deaths of company employees during the period. The rate of absenteeism remained relatively

unchanged across the portfolio and, just as the year prior, there were no occupational illnesses among the internal public.

In relation to third-parties, there was a noticeable rise in the rate of injury, monitored since 2017. Because this data is provided by CCR partners, the factors explaining this variation could not be specifically determined. The rate of occupational illnesses among third-parties also began to be monitored in the last year and was included in the series of tables making up this GRI indicator.

	2018				2017				2016
	CCR Group	Toll roads	Urban mobility	Airports	CCR Group	Toll roads	Urban mobility	Airports	CCR Group
<b>Rate of employee injury<sup>1</sup></b>									
<b>By region</b>									
Midwest	6.69	6.69	na	na	8.79	8.79	na	na	4.67
Northeast	9.38	na	9.38	na	9.18	na	9.18	na	6.14
Southeast	13.97	13.33	16.65	19.38	12.27	14.69	13.15	6.90	11.43
South	15.72	15.72	na	na	10.28	10.28	na	na	10.12
<b>Consolidated</b>	<b>12.95</b>	<b>12.69</b>	<b>14.11</b>	<b>19.38</b>	<b>11.48</b>	<b>13.40</b>	<b>11.45</b>	<b>6.90</b>	<b>nd</b>
<b>By gender</b>									
Men	13.81	13.82	15.06	10.05	10.49	12.30	9.64	14.85	11.41
Women	11.49	11.36	10.64	50.82	12.10	14.26	12.02	3.83	8.48
<b>Consolidated</b>	<b>12.95</b>	<b>12.69</b>	<b>14.11</b>	<b>19.38</b>	<b>11.48</b>	<b>13.40</b>	<b>11.45</b>	<b>6.90</b>	<b>nd</b>

<sup>1</sup> Rate of injury: number of Workplace Accident Reports on record for the period / total hours worked \*1,000,000. Considers all levels of injuries and types of accident (traffic, typical or occupational disease), including notices resulting from fatalities.

	2018				2017				2016
	CCR Group	Toll roads	Urban mobility	Airports	CCR Group	Toll roads	Urban mobility	Airports	CCR Group
<b>Rate of days lost among employees<sup>1</sup></b>									
<b>By region</b>									
Midwest	0.00	0.00	na	na	5.90	5.90	na	na	3.50
Northeast	246.26	na	246.26	na	2.38	na	2.38	na	4.07
Southeast	53.86	81.53	11.31	0.00	132.13	223.57	1.72	2.07	7.68
South	8.18	8.18	0.00	na	2.99	2.99	na	na	5.98
<b>Consolidated</b>	<b>69.39</b>	<b>64.13</b>	<b>93.45</b>	<b>0.00</b>	<b>98.34</b>	<b>170.43</b>	<b>2.00</b>	<b>2.07</b>	<b>nd</b>
<b>By gender</b>									
Men	57.74	6.86	118.15	0.00	5.06	5.28	0.59	6.93	7.44
Women	89.15	131.25	2.92	0.00	155.84	298.75	2.45	0.19	6.00
<b>Consolidated</b>	<b>69.39</b>	<b>64.13</b>	<b>93.45</b>	<b>0.00</b>	<b>98.34</b>	<b>170.43</b>	<b>2.00</b>	<b>2.07</b>	<b>nd</b>

<sup>1</sup> Rate of days lost: number of Workplace Accident Reports on record for the period / total hours worked \* 100,000. Considers all levels of injuries and types of accidents (traffic, typical or occupational disease).

	2018				2017				2016
	CCR Group	Toll roads	Urban mobility	Airports	CCR Group	Toll roads	Urban mobility	Airports	CCR Group
<b>By region</b>									
Midwest	1.69	1.69	na	na	1.68	1.68	na	na	1.69
Northeast	2.20	na	2.20	na	1.69	na	1.69	na	1.40
Southeast	2.01	1.97	2.16	2.83	1.85	1.89	2.30	2.19	2.29
South	1.53	1.53	na	na	1.32	1.32	na	na	1.87
<b>Consolidated</b>	<b>1.99</b>	<b>1.89</b>	<b>2.17</b>	<b>2.83</b>	<b>1.79</b>	<b>1.81</b>	<b>2.04</b>	<b>2.19</b>	<b>nd</b>
<b>By gender</b>									
Men	2.70	1.27	1.93	2.05	2.53	2.63	3.03	2.95	1.39
Women	2.65	2.62	3.06	5.48	2.15	1.17	1.73	1.90	3.23
<b>Consolidated</b>	<b>1.99</b>	<b>1.89</b>	<b>2.17</b>	<b>2.83</b>	<b>1.79</b>	<b>1.81</b>	<b>2.04</b>	<b>2.19</b>	<b>nd</b>

<sup>1</sup> Rate of absenteeism: number of days lost due to doctor's notes (except maternity leave) / total hours worked \*1,000.

	2018				2017				2016
	CCR Group	Toll roads	Urban mobility	Airports	CCR Group	Toll roads	Urban mobility	Airports	CCR Group
<b>By region</b>									
Midwest	3	3	na	na	0	0	na	na	3
Northeast	1	na	1	na	0	na	0	na	0
Southeast	2	2	0	0	5	5	0	0	1
South	3	3	na	na	4	4	na	na	0
<b>Consolidated</b>	<b>9</b>	<b>8</b>	<b>1</b>	<b>0</b>	<b>9</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>By gender</b>									
Men	8	7	1	0	9	9	0	0	3
Women	1	1	0	0	0	0	0	0	1
<b>Consolidated</b>	<b>9</b>	<b>8</b>	<b>1</b>	<b>0</b>	<b>9</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>4</b>

<sup>1</sup> Of the nine deaths that occurred in 2018, one involved a CCR ViaOeste (Southeast region) employee and another involved a CCR Metrô Bahia (Northeast region) employee. The remaining fatalities were third-party workers. In the year prior, of the nine fatalities on record, three involved CCR AutoBAN (Southeast region) employees and the rest occurred among third parties. In 2016, this indicator was only monitored for employees.

### Rate of injury among third parties<sup>1</sup>

	2018				2017			
	CCR Group	Toll roads	Urban mobility	Airports	CCR Group	Toll roads	Urban mobility	Airports
<b>By region</b>								
Midwest	7.59	7.59	na	na	33.79	33.79	na	na
Northeast	3.85	na	3.85	na	0.00	na	0.00	na
Southeast	3.51	3.90	8.05	2.47	16.71	16.12	462.94	17.88
South	2.51	2.51	na	na	4,120.88	4,120.88	na	na
<b>Consolidated</b>	<b>3.70</b>	<b>4.19</b>	<b>5.42</b>	<b>2.47</b>	<b>26.85</b>	<b>27.67</b>	<b>212.58</b>	<b>17.88</b>
<b>By gender</b>								
Men	3.47	4.49	4.60	2.08	25.60	43.32	0.00	20.27
Women	5.06	0.00	6.99	5.67	27.00	26.76	240.15	24.75
<b>Consolidated</b>	<b>3.70</b>	<b>4.19</b>	<b>5.42</b>	<b>2.47</b>	<b>26.85</b>	<b>27.67</b>	<b>212.58</b>	<b>17.88</b>

<sup>1</sup> Rate of injury: number of Workplace Accident Reports on record for the period / total hours worked \*1,000,000. Considers all levels of injuries and types of accident (traffic, typical or occupational disease), including notices resulting from fatalities that took place in the most significant third-party groups in each mode of transportation: highway conservation activities; property security at CCR Barcas; and civil maintenance, conservation and cleaning at ViaQuatro, ViaMobilidade, CCR Metrô Bahia and BH Airport.

### Rate of occupational disease among third parties in 2018<sup>1</sup>

	CCR Group	Toll roads	Urban mobility	Airports
<b>By region</b>				
Midwest	12.66	12.66	na	na
Northeast	4.82	na	4.82	na
Southeast	9.41	16.45	8.05	4.94
South	20.10	20.10	na	na
<b>Consolidated</b>	<b>9.51</b>	<b>16.43</b>	<b>6.03</b>	<b>4.94</b>
<b>By gender</b>				
Men	8.82	17.63	2.76	2.43
Women	13.48	0.00	12.22	25.50
<b>Consolidated</b>	<b>9.51</b>	<b>16.43</b>	<b>6.03</b>	<b>4.94</b>

<sup>1</sup> Rate of occupational diseases: number of "2-Illness" accident-type Workplace Accident Reports on record / total hours worked \*1,000,000. Considers the most significant third-party groups in each mode of transportation: highway conservation activities; property security at CCR Barcas; and civil maintenance, conservation and cleaning at ViaQuatro, ViaMobilidade, CCR Metrô Bahia and BH Airport.



**GRI 403-3** • No employees are exposed to a high rate or risk of illnesses associated with their activities. All CCR Group environments are controlled and secure. Risks are identified, classified and mitigated using safety procedures and practices, including with the use of personal and collective protective equipment. In accordance with the Normative Instruction on Health and Safety and the bases of the corporate concept of integrated health and safety, the Standardization Committee assures compliance with all guidelines established.

**GRI A09** • BH Airport targets efforts at preventing aircraft from colliding with animals, especially by capturing and chasing away animals, cleaning focuses that could attract birds (such as trash or carcasses) and periodically checking for any compromised areas on fencing. All occurrences are registered according to applicable legal requirements, according to the classification of the Agência Nacional de Aviação Civil (National Civil Aviation Agency – ANAC)

Among other things, this guideline requires that collisions be registered even if there is no physical evidence, that is, based only on the report of occurrences by aircraft crew. Last year, this group of cases without evidence accounted for 9 out of the 40 collisions registered by BH Airport, contributing to an increase in the total number of occurrences in the annual comparison. Of the 40 collisions identified in 2018, half were only verified after the runway was reviewed, 11 occurred during take-off, 6 during landing and 3 during descent for landing procedures, with only one outside of the airport site.

**Accidents involving animals in landings/take-offs**

	2018	2017	2016
A. Number of accidents with animals	40	35	29
B. Total landings and take-offs	101,225	99,658	99,424
Number of instances of damage to wildlife for every 10,000 landings/take-offs (A/B*10,000)	3.9516	3.5120	2.9168

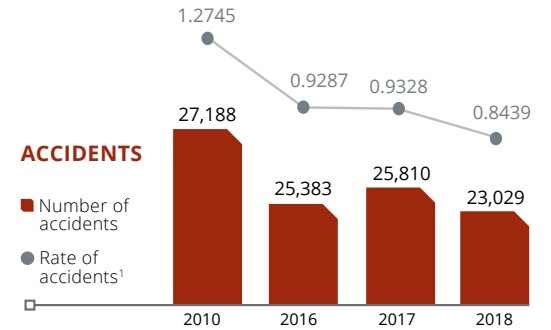
**ROAD SAFETY** • Toll road concessionaires use the Accident Reduction Plan (ARP) to assess evolution of rates of accidents and fatalities on stretches of road managed, identifying opportunities for improvement with a focus on reducing accidents. The initiative is aligned with the goals of the Decade of Action for Road Safety, proposed by the UN to reduce the number of victims on roadways by 50% in 2020, based on 2010 indicators.

In 2018, indicators for accidents and injured victims fell by 10% on average compared to 2017, both in absolute number of occurrences and rate comparison. In relation to fatal victim, improvement was even more significant, falling by around 20% in relation to the year before. Regarding 2010, adopted as the base year for the National Plan, CCR Group roadways have seen a 50% drop in the rate of fatal victims.

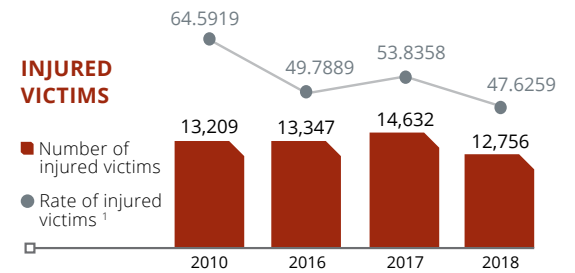
10% average reduction in number and rates of accidents and injured victims compared to 2017

About 20% of reduction in number and rate of fatal victims compared to 2017

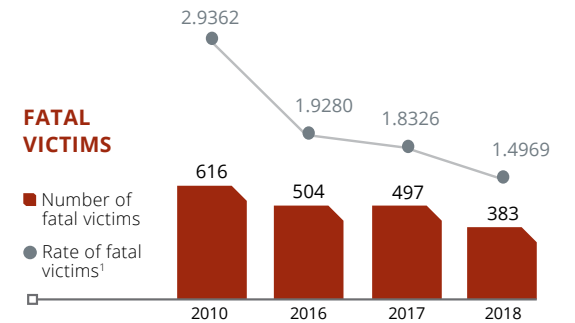
50% reduction in the rate of fatal victims compared to 2010 (base year of the National Accident Reduction Plan)



<sup>1</sup> Rate of accidents = (number of accidents of any kind \* 1,000,000) / (length of road in kilometers \* average daily vehicle volume in the homogenous segment \* number of days in the period). Historical data were restated.



<sup>1</sup> Rate of injured victims = (number of injured victims \* 100,000,000) / (length of road in kilometers \* average daily vehicle volume in the homogenous segment \* number of days in the period). Historical data were restated.



<sup>1</sup> Rate of fatal victims = (number of fatalities at the location \* 100,000,000) / (length of road in kilometers \* average daily vehicle volume in the homogenous segment \* number of days in the period). Historical data were restated.

# Operational eco-efficiency

## IIRC



### NATURAL CAPITAL

The rational and efficient use of natural resources is continually improved in the modes of transport (toll roads, urban mobility and airports), minimizing negative environmental impacts and promoting the preservation and availability of natural inputs. This management is coordinated corporately by CCR Actua, ensuring the alignment of efforts and parameterized performance management.

## SDG



The incessant quest to reduce environmental impacts and optimize the consumption of natural resources form the basis of sustainable business management.



In activities in coastal regions, we seek to prevent marine pollution and to conserve local ecosystems.



Our operations contribute to the resilience and adaptability of cities to climate change.



We promote habitat restoration and environmental preservation in our business operations, minimizing biodiversity risks.

## Global Compact



Approaching environmental challenges



Environmental responsibility



Diffusion of environmentally friendly technologies

# Operational eco-efficiency

**GRI 103-1 | 103-2 | 103-3** • CCR Group recognizes the importance of natural capital in its business model and continually seeks to minimize its environmental impacts, with the support of employee awareness, application of cleaner technologies and ecoefficiency projects. Corporately, the Environment Policy and the Policy on Climate Change guide all efforts directed at this theme. As a signatory of the Global Compact, CCR Group has made a public commitment to principles to preventively confront environmental challenges, promoting environmental responsibility initiatives and encouraging development and the spread of environmentally friendly technologies.

Within the shared services structure, CCR Actua is responsible for centralized sustainability management, including consolidation of indicators related to CCR Group's environmental performance. In addition, the CCR Engelog and CCR EngelogTec companies have developed new technologies and innovations in systems that contribute to reducing the environmental footprint of businesses.

There is an advanced sustainability post at business units, with employees who are equipped to manage these aspects locally and in a way that is closer to the reality at each concession. Specific targets are established, according to the situation at each concessionaire, in order to maintain or improve performance in water and energy consumption and in waste discarded annually.

Usually targets are aimed at reductions in relation to the previous year and they may reach 5% within the water and energy aspects. In relation to waste, targets can also be connected to training employees involved with cleaning and collection and to developing superior alternatives for discarding materials. These targets are periodically monitored (monthly or every two months), reporting on the actions needed to achieve these goals to the areas involved.

Under the scope of the Board of Directors, the Strategy and Sustainability Committee is responsible for analyzing matters related to this topic before any resolutions are made by board members. The Executive

Sustainability Commissions, in turn, operates under the scope of the Executive Board and is responsible for determining sustainability strategies and actions at the company in the short, medium and long terms. Moreover, Sustainability Committees are set up within units, according to the complexity and maturity of management at each location.

Initiatives developed with a focus on environmental performance at units cover not only campaigns to raise awareness, but also installation of rainwater collection and water recirculation systems, replacement of equipment with cleaner technology that uses less energy, uses of renewable fuels in the company's fleet and recycling of waste from works, among other things.

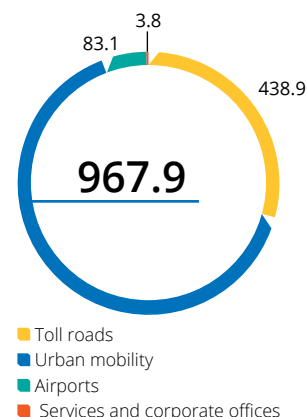
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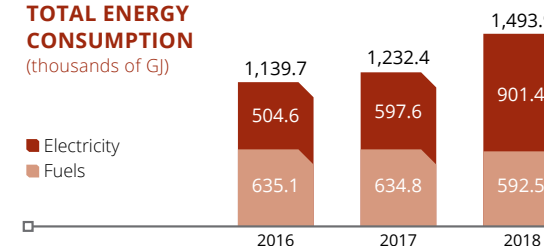
**GRI 302-1** • Growth of 21% in CCR Group's energy consumption in 2018, reaching 1.5 million gigajoule (GJ), is mostly explained by an increase in the amount of electricity used by operations in the period. In 2017, 1.2 million GJ were consumed, with 52% of this total generated from fuels. While over the last year, energy generated accounted for just 40% of total consumption.

The greater share of acquired electricity in absolute terms is a reflection of growth in the urban mobility segment. Acquisition of ViaMobilidade, the opening of new stations at ViaQuatro and expansion of CCR Metrô Bahia led to a larger number of users and facilities, which raised the demand for electricity. This modal was responsible for 92% of the increase in the volume of electricity acquired in the year.

**ENERGY CONSUMPTION BY MODE OF TRANSPORT IN 2018**  
(thousands of GJ)



**TOTAL ENERGY CONSUMPTION**  
(thousands of GJ)



In relation to the energy generated from fuels, the company registered a decrease of 7%. Diesel remained the main fuel used in operations, accounting for 89% of all energy generated, followed by ethanol, which accounted for 6% of all energy generated.

Energy consumption (GJ) <sup>1</sup>	2018				2017				2016			
	CCR Group	Toll roads	Urban mobility	Airports	CCR Group	Toll roads	Urban mobility	Airports	CCR Group	Toll roads	Urban mobility	Airports
<b>Direct generation from fuels<sup>2</sup></b>												
Acetylene	63	0	63	0	69	1	67	0	66	3	62	0
Diesel	525,972	220,132	302,814	3,017	552,175	230,868	317,817	3,189	557,571	220,027	351,730	5,570
Gasoline	30,050	24,575	3,875	884	45,022	38,388	4,190	1,060	35,293	29,352	3,352	1,358
LPG	1,967	872	542	449	2,418	932	874	512	3,122	1,945	540	536
Kerosene	8	4	4	0	11	6	4	0	11	4	7	0
Propane	32	0	32	0	14	0	14	0	9	0	9	0
Residual fuel oil	0	0	0	0	0	0	0	0	1,728	0	0	1,728
Greases	2	2	0	0	44	1	43	0	76	1	74	0
CNG	964	964	0	0	491	491	0	0	474	474	0	0
Ethanol	33,427	32,139	916	25	34,556	33,095	567	0	36,795	36,248	171	5
<b>Total</b>	<b>592,484</b>	<b>278,689</b>	<b>308,246</b>	<b>4,374</b>	<b>634,799</b>	<b>303,782</b>	<b>323,576</b>	<b>4,761</b>	<b>635,145</b>	<b>288,054</b>	<b>355,946</b>	<b>9,198</b>
<b>Acquired energy</b>												
Electricity	901,399	160,268	659,714	78,769	597,606	134,860	381,554	77,744	504,578	131,161	304,111	65,512

<sup>1</sup> Data consolidated based on the Cerensa environmental management system and using conversion factors aligned with the Brazilian GHG Protocol Program. Since 2016, the CCR Engelog and CCR EngelogTec companies have been at the same physical facility as CCR AutoBAN. CCR Group only acquires electricity and does not sell energy to third parties.

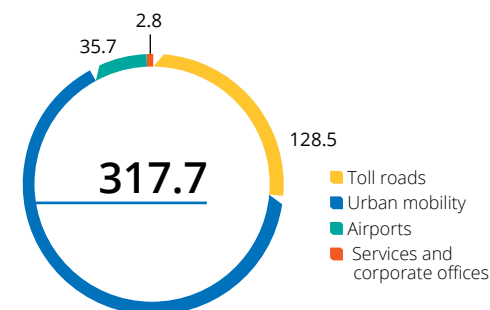
<sup>2</sup> Only ethanol comes from a renewable source.

**GRI 302-4 | 305-5** • Over the years, CCR Group has promoted replacement of lighting at its units for items using LED technology, which consumes less energy and, as a result, lowers costs while also decreasing greenhouse gas emissions, considering the same reference factor. In 2018, LED lighting was implemented in ten CCR SPVias toll plazas, in the CCR ViaLagos plaza and pedestrian corridors, in the CCR Actua warehouse and in two points of CCR Metrô Bahia, the Pernambués-Mussurunga Bike Path and the Line 2 station's pedestrian overpasses. In addition, the Data Center for the Salvador metro operator also began to rely on an automated climate control system, with gains in energy efficiency. The impact of these projects in terms of energy consumption and emissions prevented is not available.

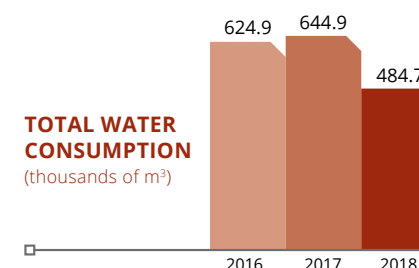
For 2019, replacement of lighting will continue at other toll road operations. The company will also start to develop solar plants at some of its concessions and to migrate the CCR AutoBAn, CCR RodoAnel and CCR SPVias facilities to free market energy, assuring the purchase of energy from renewable sources, which generates fewer emissions than energy acquired from the distribution system.

**GRI 303-1** • CCR Group consumed 484,700 cubic meters of water in 2018, with public or private supply accounting for 75% of this total. This is 25% less in volume than was consumed in 2017, mostly due to a change in the consolidation premise for BH Airport. Up to that year, in addition to its own consumption, the unit reported the amount of water passed along to airport assignees. Within this scenario, the reduction would have been just 2%. As of 2018, BH Airport will only account for its own consumption, more assertively reflecting its impact on this aspect.

**WATER CONSUMPTION BY MODE OF TRANSPORT IN 2018**  
(thousands of m<sup>3</sup>)



**TOTAL WATER CONSUMPTION**  
(thousands of m<sup>3</sup>)



**Water consumption by source (m<sup>3</sup>)<sup>1</sup>**

	2018				2017				2016			
	CCR Group	Toll roads	Urban mobility	Airports	CCR Group	Toll roads	Urban mobility	Airports	CCR Group	Toll roads	Urban mobility	Airports
Groundwater	117,957	95,306	22,651	0	96,141	96,141	0	0	106,403	106,403	0	0
Rainwater	1,232	774	458	0	920	643	277	0	1,423	621	802	0
Public or private supply	365,505	32,373	294,584	35,738	547,804	39,981	260,712	244,277	517,109	39,495	179,988	295,026
<b>Total</b>	<b>484,694</b>	<b>128,453</b>	<b>317,693</b>	<b>35,738</b>	<b>644,866</b>	<b>136,766</b>	<b>260,989</b>	<b>244,277</b>	<b>624,935</b>	<b>146,519</b>	<b>180,790</b>	<b>295,026</b>

<sup>1</sup> Data consolidated based on the Cerensa environmental management system. Since 2016, the CCR Engelog and CCR EngelogTec companies have been at the same physical facility as CCR AutoBAn. CCR Group does not collect water from surface sources nor does it acquire water from another organization's effluents.

**GRI 303-2** • CCR Group units do not generate a significant impact on water sources. In the last few years, 80% of water used in operations has come from public or private supply and no notices of any kind were received from regulatory or environmental agencies in relation to water use. In an effort to continually enhance responsible management of this input, units have implemented rainwater collection systems, lowering the need to consume potable water in activities such as cleaning and conservation.

**GRI 303-3** • In 2018, CCR Metrô Bahia acquired a automatic washer for the cleaning of trains, which treats and recirculates the water used in the washes. In this way, 5,600 cubic meters were reused in 2018. The already in place reuse mechanisms of toll roads, which totaled 461 cubic meters of water recirculated, were added to this volume. As a result, the CCR Group reached 6,100 cubic meters of water reused in its operations, more than ten times the volume recirculated in 2017, equivalent to 1.26% of the total water consumed.

**GRI 304-2** • The impacts of CCR Group operations on biodiversity vary in extent and intensity based on the mode of transport. Only those inherent to the business model - during infrastructure projects - cannot be reversed. Other, less significant impacts, such as noise and erosive processes, are short-term and subject to recovery.

Work to expand roadways and improvements to the highway system oftentimes require suppression of native vegetation and intervention in water resources. On this front, CCR Engelog contributes to units by developing engineering techniques that minimize the impacts of projects, resulting in faster execution and optimization of project resources, which translates into less intense and briefer impacts. Environmental management in these activities is done through periodic

oversight and creation of preventive indicators, in addition to orienting teams on the project front, by recommending measures to control, mitigate and recover possible environmental occurrences. On effectively built and expanded stretches of highways, there is a permanent change to habitats, with impacts on plant and animal life. Permanent and irreversible impacts on local plant life are offset through forest restoration projects to offset damages, developed in environmentally relevant areas, preferably to recover riparian forests. In general, restored areas are larger than suppressed areas.

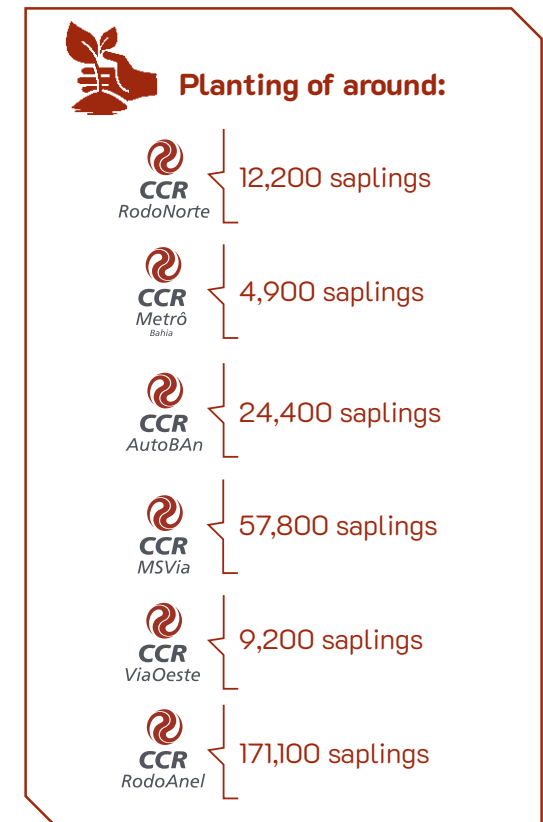
In relation to toll road operations, the main risk is related to collisions with animals and accidents involving hazardous cargo. These conditions are mitigated by specific control programs and measures, such as the Risk Management Program and the Emergency Response Plan (RMP/ERP) and the Wildlife Repellant, Rescue and Management Plan (WRRMP). The RMP/ERP is aimed at reducing the frequency of accidents while also minimizing the consequences of these events. Vulnerable environmental elements are identified (water resources, vegetation, marshy areas, protected areas, etc.) as the basis for necessary control activities in the event of an emergency. One example would be an accident while transporting hazardous goods near a river that supplies a region's water. It is worth noting that the Carrier is responsible for mitigating these accidents, with the concessionaire responsible for logistic support. In the context of the WRRMP, CCR Group has mechanisms to rescue and help wildlife and domestic animals that have suffered collisions, constant training for employees, awareness-raising among users and residents in the municipalities in the toll roads' operating areas. Partnership agreements are also executed with NGOs and wildlife rehabilitation centers, to which species requiring care are sent.

In the case of urban mobility undertakings, impacts on biodiversity are practically zero during the operating phase, while during the project phase, they are similar to toll roads, as described above. At airports, priority risks are related to collisions of local fauna,

particularly birds, with aircraft and vehicles in operational areas. Within this context, BH Airport has a Wildlife Risk Management Plan (WRMP), aimed at preventing collisions between aircraft and vehicles with animals. It not only mitigates this impact on biodiversity, but also contributes to air traffic safety.

It is worth noting that CCR Group operates within legal compliance, that is, it obtains all environmental and other necessary licenses from responsible agencies to execute and operate its activities.

**Largest forest offset projects in 2018:**

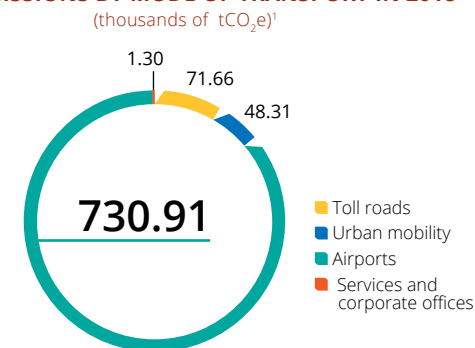




**GRI 305-1 | 305-2 | 305-3** • The information contained in this GRI Guidebook is preliminary and still depends on finalization of some data and on the analysis and verification stages for the CCR Group's greenhouse gas (GHG) inventory. For this reason, comparative analyses with the previous year cannot be done at this time. Committed to continual evolution of its inventory, drafted and released since 2012, according to the guidelines of Brazil's GHG Protocol Program, the company has been enhancing the quality, details and scope of this document.

Since 2013	Since 2015	Since 2017
The inventory is audited by a third party, receiving the Gold seal from Brazil's GHG Protocol Program.	Emissions included in the inventory are shown by company, supplying more detailed information on each operation's contribution to the consolidated results.	The change in land use category, related to planting and cutting vegetation, is included in scopes reported.

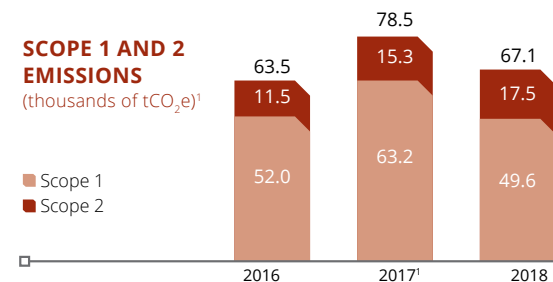
**GHG EMISSIONS BY MODE OF TRANSPORT IN 2018**



<sup>1</sup> Includes scope 1, 2 and 3 emissions. Does not consider biogenic emissions and removals.

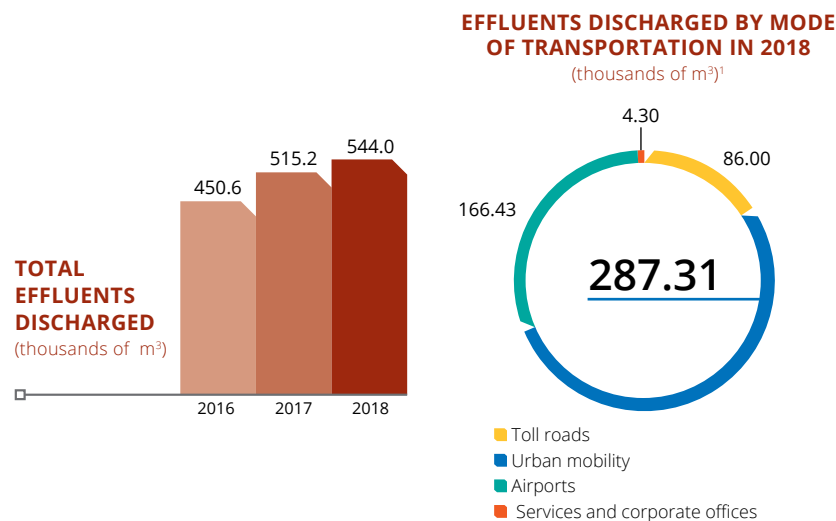
GHG emissions inventory (tCO <sub>2</sub> e) <sup>1</sup>	2018				2017				2016
	CCR Group	Toll roads	Urban mobility	Airports	CCR Group	Toll roads	Urban mobility	Airports	CCR Group
<b>Scope 1</b>									
Emissions	49,626	20,166	28,236	1,150	63,190	28,627	33,320	1,181	51,954
Biogenic emissions	4,355	3,998	158	34	3,092	2,781	114	32	4,228
<b>Scope 2</b>									
Emissions	17,509	3,094	12,779	1,585	15,312	3,393	9,931	1,988	11,509
<b>Scope 3</b>									
Emissions	785,031	48,398	7,290	728,172	781,572	66,512	8,713	705,545	792,355
Biogenic emissions	2,073	1,599	369	105	1,707	1,405	229	72	1,619

<sup>1</sup> Includes the CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFC, PFC, SF<sub>6</sub> and NF<sub>3</sub> reported as CO<sub>2</sub> equivalent according to the guidelines of Brazil's GHG Protocol Program. This information is preliminary. The final and audited version of the CCR Group's GHG emissions inventory will be available online at [www.registropublicodeemissoes.com.br/participantes/1956](http://www.registropublicodeemissoes.com.br/participantes/1956)



<sup>1</sup> Does not consider biogenic emissions and removals.

**GRI 306-1** • Expansion of operations in the urban mobility area contributed to a 6% rise in the volume of effluents disposed by CCR Group in 2018, reaching 544,000 cubic meters. The proportions for each disposal method did not change significantly year-over-year, with disposal in the urban sewer system continuing to account for 56% of all disposal and treatment in a facultative lagoon at BH Airport for another 31%. No effluents are reused by another organization.



**GRI 306-3** • Eight leaks were found in 2018 as a result of CCR Group operations. At BH Airport, nearly 50 liters of fuel oil was spilled from the main generator tank, affecting an area of 20 square meters. There was no contamination and no risk to human health, with a prompt response ensuring that the volume spilled stayed within a containment area, with cleaning done using absorbing sheets that were then stored for hazardous waste disposal. The ViaQuatro and ViaMobilidade units had four and three oil leaks, respectively. Both operations have an Environmental Accident Management Program, establishing measures to take in these situations and guaranteeing appropriate management and monitoring.

**Third-party leaks in 2018 by unit**

CCR NovaDutra	8
CCR RodoNorte	5
CCR RodoAnel	4
CCR AutoBAn	3
CCR MSVia	2
CCR ViaOeste	2
CCR SPVias	1

In the toll roads segment, 25 third-party spills were registered on stretches of CCR's concession. All units have support and emergency teams to assist users and contribute containment measures in the event of emergencies. Controls and the level of detail in registering these cases varies according to each unit's procedures.

**Effluents discharged by quality and disposal method (m<sup>3</sup>)<sup>1</sup>**

	2018				2017				2016
	CCR Group	Toll roads	Urban mobility	Airports	CCR Group	Toll roads	Urban mobility	Airports	CCR Group
Urban sewer system	302,391	11,031	287,061	0	285,297	19,854	260,712	0	203,178
Septic tanks/filter	74,743	74,535	208	0	68,501	68,501	0	0	67,268
Facultative lagoon	166,426	0	0	166,426	160,159	0	0	160,159	178,900
Anaerobic reactor	0	0	0	0	0	0	0	0	7
Drain field	435	435	0	0	1,117	1,117	0	0	1,200
Aerobic treatment station	45	0	45	0	162	0	162	0	nd
<b>Total</b>	<b>544,040</b>	<b>86,001</b>	<b>287,314</b>	<b>166,426</b>	<b>515,236</b>	<b>89,472</b>	<b>260,874</b>	<b>160,159</b>	<b>450,553</b>

<sup>1</sup> Since 2016, the CCR Engelog and CCR EngelogTec companies have been at the same physical facility as CCR AutoBAn. Consolidation of data is different among Group companies: some use the volume of water collected, as shown under indicator 303-1; in other cases, units use the methodology of NBR 7.229 to estimate generation of effluents based on the reference of 50 liters per day/person over 21 workdays/month, considering company employees and third-party workers allocated to facilities under the company's management.

**GRI 306-2** • In the toll road segment, which in recent years has accounted for over 90% of all waste discarded, generation depends on user behavior, which is why a direct justification cannot be provided for the reduction achieved in 2018. It is worth noting that among disposal methods, recycling continues to predominate, accounting for 81% of the total volume of waste disposed during the year. Disposal of waste at CCR Group units is done by the company or by a specialized company, always through direct control of contractors.

**Non-hazardous waste disposal by type and disposal method (t)**

	2018				2017				2016			
	CCR Group	Toll roads	Urban mobility	Airports	CCR Group	Toll roads	Urban mobility	Airports	CCR Group	Toll roads	Urban mobility	Airports
Composting	77	77	0	0	301	301	0	0	279	279	0	0
Recycling	99,416	98,906	180	323	436,982	436,328	342	311	915,515	915,081	202	231
Recovery (including energy)	0	0	0	0	22	0	0	22	5	5	0	0
Incineration (mass burning)	39	0	39	0	28	0	28	0	4	0	4	0
Landfill	22,775	15,422	5,594	1,754	22,676	16,286	4,592	1,796	16,970	11,715	3,826	1,429
Others	208	78	109	21	91	27	64	0	266	266	35	5
<b>Total</b>	<b>122,516</b>	<b>114,483</b>	<b>5,923</b>	<b>2,098</b>	<b>460,099</b>	<b>452,941</b>	<b>5,026</b>	<b>2,129</b>	<b>933,040</b>	<b>927,307</b>	<b>4,067</b>	<b>1,665</b>

**Hazardous waste disposal by type and disposal method (t)**

	2018				2017				2016			
	CCR Group	Toll roads	Urban mobility	Airports	CCR Group	Toll roads	Urban mobility	Airports	CCR Group	Toll roads	Urban mobility	Airports
Recycling	390	360	24	7	259	234	23	2	366	342	25	0
Recovery (including energy)	3	3	0	0	24	0	0	24	0	0	0	0
Incineration (mass burning)	6	3	0	3	4	2	0	2	4	4	0	0
Landfill	2	1	1	0	172	5	0	168	160	2	0	158
Others	522	105	267	150	321	153	168	0	313	78	170	65
<b>Total</b>	<b>924</b>	<b>472</b>	<b>292</b>	<b>160</b>	<b>781</b>	<b>394</b>	<b>191</b>	<b>196</b>	<b>844</b>	<b>425</b>	<b>195</b>	<b>223</b>

**GRI A04** • BH Airport monitors rainwater quality on the aprons, which flows to oil-water separators. In 2018, the results of all measures were compliant with standards established internally and by law. The runway drainage system at BH Airport is made up of 15 stepped falls, two platform channels and one water outlet. Terminals 2 and 3 also have rainwater collection facilities, which are currently not in operation.

**GRI A06** • The airlines operating at the Belo Horizonte International Airport are responsible for the use, treatment and disposal of deicing fluid. BH Airport does not use this liquid in operations under its responsibility.

# GRI content index

GRI 102-55 •



GRI Standard	Disclosure	Page	Omissions	Correlation with the Global Compact Principles
<b>GRI 101   Foundation 2016</b>				
<b>General Disclosures</b>				
<b>Organizational profile</b>				
GRI 102   General disclosures 2016	102-1   Name of the organization	8	-	-
	102-2   Activities, brands, products, and services	8 and 9	-	-
	102-3   Location of headquarters	8	-	-
	102-4   Location of operations	8 and 9	-	-
	102-5   Ownership and legal form	8	-	-
	102-6   Markets served	8 and 9	-	-
	102-7   Scale of the organization	8	-	-
	102-8   Information on employees and other workers	33	-	6
	102-9   Supply chain	10	-	-
	102-10   Significant changes to the organization and its supply chain	10	-	-
	102-11   Precautionary Principle or approach	15	-	-
	102-12   External initiatives	10	-	-
	102-13   Membership of associations	11	-	-
<b>Strategy</b>				
	102-14   Statement from senior decision-maker	3	-	-
	102-15   Key impacts, risks, and opportunities	15	-	-
<b>Ethics and integrity</b>				
	102-16   Values, principles, standards, and norms of behavior	19	-	-
	102-17   Mechanisms for advice and concerns about ethics	20	-	-
<b>Governance</b>				
	102-18   Governance structure	20	-	-
	102-28   Evaluating the highest governance body's performance	23	-	-
	102-35   Remuneration policies	23	-	-
	102-38   Annual total compensation ratio	24	-	-

For the Disclosure Review Service, GRI Services reviewed the following 10 disclosures from GRI 102: General Disclosures 2016 (102-15, 102-40, 102-41, 102-42, 102-43, 102-44, 102-46, 102-47, 102-54, 102-55). The service was performed on the English version of the report.

GRI Standard	Disclosure	Page	Omissions	Correlation with the Global Compact Principles
<b>GRI 101   Foundation 2016</b>				
<b>General Disclosures</b>				
	<b>Stakeholder engagement</b>			
	102-40   List of stakeholder groups	4	-	-
	102-41   Collective bargaining agreements	34	-	3
	102-42   Identifying and selecting stakeholders	4	-	-
	102-43   Approach to stakeholder engagement	5	-	-
	102-44   Key topics and concerns raised	5	-	-
	<b>Reporting practice</b>			
GRI 102   General disclosures 2016	102-45   Entities included in the consolidated financial statements	5	-	-
	102-46   Defining report content and topic Boundaries	6	-	-
	102-47   List of material topics	7	-	-
	102-48   Restatements of information	6	-	-
	102-49   Changes in reporting	6	-	-
	102-50   Reporting period	6	-	-
	102-51   Date of most recent report	6	-	-
	102-52   Reporting cycle	6	-	-
	102-53   Contact point for questions regarding the report	6	-	-
	102-54   Claims of reporting in accordance with the GRI Standards	6	-	-
	102-55   GRI content index	54	-	-
	102-56   External assurance	6	-	-
	GRI Airport Operators Sector Supplement 2013	AO G4-4   Operational limits of services offered, controlled or influenced by the organization	12	-
AO G4-7   Ownership and legal form		12	-	-
AO G4-8   Catchment area for passengers and cargo		12	-	-
AO G4-9   Size and scope of airport operations		12	-	-

GRI Standard	Disclosure	Page	Omissions	Correlation with the Global Compact Principles
<b>Material topic   Business strategy and economic performance</b>				
GRI 103   Management approach 2016	103-1   Explanation of the material topic and its Boundary	7 and 14	-	-
	103-2   The management approach and its components	14	-	-
	103-3   Evaluation of the management approach	14	-	-
GRI 201   Economic performance 2016	201-1   Direct economic value generated and distributed	15	-	-
<b>Material topic   Governance and ethical conduct</b>				
GRI 103   Management approach 2016 <sup>1</sup>	103-1   Explanation of the material topic and its Boundary	7 and 17	-	-
	103-2   The management approach and its components	17	-	-
	103-3   Evaluation of the management approach	17	-	-
GRI 205   Anti-corruption 2016	205-1   Operations assessed for risks related to corruption	24	-	10
	205-2   Communication and training about anti-corruption policies and procedures	24	-	10
	205-3   Confirmed incidents of corruption and actions taken	17	-	10
GRI 307   Environmental compliance 2016	307-1   Non-compliance with environmental laws and regulations	27	-	8
GRI 406   Non-discrimination 2016	406-1   Incidents of discrimination and corrective actions taken	27	-	6
GRI 412   Human rights assessment 2016	412-3   Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	27	-	2
GRI 415   Public policy 2016	415-1   Political contributions	27	-	10
GRI 419   Socioeconomic compliance 2016	419-1   Non-compliance with laws and regulations in the social and economic area	27	-	-

<sup>1</sup> The management approach refers to all the GRI topics listed within the material topic "Governance and ethical conduct".

GRI Standard	Disclosure	Page	Omissions	Correlation with the Global Compact Principles
<b>Material topic   Relations with stakeholders and community development</b>				
GRI 103   Management approach 2016 <sup>2</sup>	103-1   Explanation of the material topic and its Boundary	7 and 29	-	-
	103-2   The management approach and its components	29	-	-
	103-3   Evaluation of the management approach	29	-	-
GRI 203   Indirect economic impacts 2016	203-1   Infrastructure investments and services supported	30	-	-
GRI 413   Local communities 2016	413-1   Operations with local community engagement, impact assessments, and development programs	30	-	1
GRI Airport Operators Sector Supplement 2013	AO8   Number of persons physically or economically displaced, either voluntarily or involuntarily, by the airport operator or on its behalf by a governmental or other entity, and compensation provided	30	-	-
<b>Material topic   Development of human capital</b>				
GRI 103   Management approach 2016 <sup>3</sup>	103-1   Explanation of the material topic and its Boundary	7 and 32	-	-
	103-2   The management approach and its components	32	-	-
	103-3   Evaluation of the management approach	32	-	-
GRI 404   Training and education 2016	404-1   Average hours of training per year per employee	32	-	6
	404-2   Programs for upgrading employee skills and transition assistance programs	35	-	-
	404-3   Percentage of employees receiving regular performance and career development reviews	35	-	6
GRI 405   Diversity and equal opportunity 2016	405-1   Diversity of governance bodies and employees	36	-	-
	405-2   Ratio of basic salary and remuneration of women to men	35	-	-
<b>Material topic   Quality of service</b>				
GRI 103   Management approach 2016	103-1   Explanation of the material topic and its Boundary	7 and 39	-	-
	103-2   The management approach and its components	39	-	-
	103-3   Evaluation of the management approach	39	-	-

<sup>2</sup> The management approach refers to all the GRI topics and Sector Supplement listed within the material topic "Relations with stakeholders and community development".

<sup>3</sup> The management approach refers to all the GRI topics listed within the material topic "Development of human capital".



GRI Standard	Disclosure	Page	Omissions	Correlation with the Global Compact Principles
<b>Material topic   Safe operations</b>				
GRI 103   Management approach 2016 <sup>4</sup>	103-1   Explanation of the material topic and its Boundary	7 and 41	-	-
	103-2   The management approach and its components	41	-	-
	103-3   Evaluation of the management approach	41	-	-
GRI 403   Occupational health and safety 2016	403-2   Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	42	-	-
	403-3   Workers with high incidence or high risk of diseases related to their occupation	45	-	-
GRI Airport Operators Sector Supplement	AO9   Total annual number of wildlife strikes per 10,000 aircraft movements	45	-	-
CCR Group management indicators 2016	Road safety	45	-	-
<b>Material topic   Operational eco-efficiency</b>				
GRI 103   Management approach 2016 <sup>5</sup>	103-1   Explanation of the material topic and its Boundary	7 and 47	-	-
	103-2   The management approach and its components	47	-	-
	103-3   Evaluation of the management approach	47	-	-
GRI 302   Energy 2016	302-1   Energy consumption within the organization	48	-	7 and 8
	302-4   Reduction of energy consumption	49	-	8 and 9
GRI 303   Water 2016	303-1   Water withdrawal by source	49	-	7 and 8
	303-2   Water sources significantly affected by withdrawal of water	50	-	8
	303-3   Water recycled and reused	50	-	8
GRI 304   Biodiversity 2016	304-2   Significant impacts of activities, products, and services on biodiversity	50	-	8
GRI 305   Emissions 2016	305-1   Direct (Scope 1) GHG emissions	51	-	7 and 8
	305-2   Energy indirect (Scope 2) GHG emissions	51	-	7 and 8
	305-3   Other indirect (Scope 3) GHG emissions	51	-	7 and 8
	305-5   Reduction of GHG emissions	49	-	8 and 9
GRI 306   Effluents and waste 2016	306-1   Water discharge by quality and destination	52	-	8
	306-2   Waste by type and disposal method	53	-	8
	306-3   Significant spills	52	-	8
GRI Airport Operators Sector Supplement 2013	AO4   Quality of storm water by applicable regulatory standards	53	-	-
	AO6   Aircraft and pavement de-icing/anti-icing fluid used and treated by m <sup>3</sup> and/or metric tonnes	53	-	-

<sup>4</sup>The management approach refers to all the GRI topics, Sector Supplement and corporate CCR Group's management indicator listed within the material topic "Safe operations".

<sup>5</sup>The management approach refers to all the GRI topics and Supplement Sector listed within the material topic "Operational eco-efficiency".



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## Limited assurance report issued by independent auditors

To the Board of Directors, Shareholders and Stakeholders  
CCR S.A.  
Jundiaí - SP

### Introduction

We have been engaged by CCR S.A. (CCR or "Company") to apply limited assurance procedures on the sustainability information disclosed in the GRI Guidebook 2018 included in the Annual & Sustainability Report of CCR, related to the year ended December 31<sup>st</sup>, 2018.

### Responsibilities of CCR's Management

The Management of CCR is responsible for adequately preparing and presenting the sustainability information in the GRI Guidebook 2018 in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Standards, as well as the internal controls determined necessary to ensure this information is free from material misstatement, resulting from fraud or error.

### Independent auditors' responsibility

Our responsibility is to express a conclusion about the information in the GRI Guidebook 2018 based on a limited assurance engagement conducted in accordance with Technical Communication (TC) 07/2012, which was prepared based on NBC TO 3000 (Assurance Engagements Other Than Audits and Reviews), both issued by the Brazilian Federal Accounting Council - CFC and equivalent to international standard ISAE 3000, issued by the International Federation of Accountants and applicable to Non-Financial Historical Information. These standards require compliance with ethical requirements, including independence ones, and the engagement is also conducted to provide limited assurance that the information disclosed in the CCR's GRI Guidebook 2018, taken as a whole, is free from material misstatement.

A limited assurance engagement conducted in accordance with NBC TO 3000 (ISAE 3000) consists mainly of questions and interviews with the Management of CCR and other professionals of the Company involved in the preparation of the information disclosed in the GRI Guidebook 2018 and use of analytical procedures to obtain evidence that enables us to reach a limited assurance conclusion about the sustainability information taken as a whole. A limited assurance engagement also requires additional procedures when the independent auditor acknowledges issues which may lead them to believe that the information disclosed in the GRI Guidebook 2018 taken as a whole could present material misstatement.



The selected procedures were based on our understanding of the issues related to the compilation, materiality and presentation of the information disclosed in the GRI Guidebook 2018, on other engagement circumstances and also on our considerations regarding areas and processes associated with material sustainability information disclosed where relevant misstatement could exist. The procedures consisted of:

- 1 Engagement planning: considering the material aspects for CCR's activities, the relevance of the information disclosed, the amount of quantitative and qualitative information and the operational systems and internal controls that served as a basis for preparation of the information in the CCR's GRI Guidebook 2018. This analysis defined the indicators to be checked in details;
- 2 Understanding and analysis of disclosed information related to material aspects management;
- 3 Analysis of preparation processes of the GRI Guidebook 2018 and its structure and content, based on the Principles for Defining Report Content and Quality of the GRI Sustainability Reporting Standards;
- 4 Evaluation of non-financial indicators selected:
  - Understanding of the calculation methodology and procedures for the compilation of indicators through interviews with management responsible for data preparation;
  - Application of analytical procedures regarding data and interviews for qualitative information and their correlation with indicators disclosed in the GRI Guidebook 2018;
  - Analysis of evidence supporting the disclosed information;
  - Visits to CCR's operations and offices for application of these procedures, and items (b) and (c);
- 5 Analysis of whether the performance indicators omission and justification are reasonable to be accepted associated to aspects and topics defined as material in the materiality analysis of the Company;
- 6 Comparison of financial indicators with the financial statements and/or accounting records.
- 7 We believe that the information, evidence and results we have obtained are sufficient and appropriate to provide a basis for our limited assurance conclusion.

### Scope and limitations

The procedures applied to a limited assurance engagement are substantially less extensive than those applied to a reasonable assurance engagement. Therefore, we cannot provide reasonable assurance that we are aware of all the issues that would have been identified in a reasonable assurance engagement, which aims to issue an opinion. If we had conducted a reasonable assurance engagement, we may have identified other issues and possible misstatements within the information presented in the GRI Guidebook 2018.



Nonfinancial data is subject to more inherent limitations than financial data, due to the nature and diversity of the methods used to determine, calculate or estimate these data. Qualitative interpretation of the data's materiality, relevance and accuracy are subject to individual assumptions and judgments. Additionally, we have not examined data related to prior periods, evaluated the adequacy of the company's policies, practices and sustainability performance, nor future projections.

**Conclusion**

Based on the procedures carried out, described earlier in this report, we have not identified any relevant information that leads us to believe that the information in CCR's GRI Guidebook included in the Annual & Sustainability Report 2018 is not fairly stated in all material aspects in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Standards, as well as its source records and files.

São Paulo, March 21<sup>st</sup>, 2019

KPMG Auditores Independentes  
CRC SP014428/O-6  
*Original report in Portuguese signed by*  
Wagner Bottino  
Accountant CRC 1SP196907/O-7

KPMG Financial Risk & Actuarial Services Ltda.  
*Original report in Portuguese signed by*  
Ricardo Algis Zibas  
Director

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