

Annual and Sustainability Report 2019



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Message from the Chairman of the Board of Directors

The year of 2019 represented for CCR its moment of effective deliveries since 2018 when the challenges of management and reputation became evident.

Evolving without losing the legacy of operational quality, revisiting the strategic positioning and long-term vision to ensure the sustainability of the business, its perpetuity with all effects for the company and society.

For CCR, Sustainability reflects its business objectives, its talent management and the belief in a society that should develop as a whole, with income and citizenship generation from private investment, its investment capacity, job production, wealth, technological innovation and taxes.

Bringing the company to a new level of integrated management, governance, controls and risks, as well as repositioning the company according to its new purpose and from it building its expanded business strategy. The new positioning reflects the legacy of excellence in infrastructure now focused on mobility. The concept of providing services for the clients' experience and the continuous improvement of quality of life brought by our modals and assets are expanded.

Based on this vision of the business, the Board of Directors and Advisory Committees conducted a review of the governance processes and interactions with the Executive Board, with a review of policies and levels.

The strategy was also used to revisit talent management, reinforcing the belief in meritocracy with a total revision of the Short, Medium and Long Term Remuneration Policy in line with the objectives of having, retaining and developing the best talent.

In 2020, the results of investments aimed at modernizing the governance structure and corporate culture will continue to make concrete contributions in business, in the positive effects of income generation and taxes, but also on the fronts of people management and the dissemination of the CCR culture and its values.

As a result, our clients, our employees, our stakeholders and our shareholders will have in CCR a company with constant review of processes and business portfolio.

It is our purpose to make the users of our mobility services - from highways to airports, from subways to LRVs - the definers of our financial results from their satisfaction, trust in our mobility assets and safety to live their life paths.

Our Integrated Report (ASR) and GRI indicators allow us to analyze our performance in ESG (Environmental, Social and Governance). We will work more on social inclusion through health and education and improve our investments in the environment.

We have rigorously and pragmatically evaluated our opportunities to obtain new concessions, both in Brazil and abroad.

We renewed our belief in the development of Brazil through the mobility infrastructure by winning the auction on February 21, 2020 of the BR 101 highway, in the stretch from Paulo Lopes to São João do Sul, allowing relevant synergies with

Freeway, also under our concession, and aiming to deliver the same level of quality of services measured in customer satisfaction surveys.

To continue to grow and deliver positive results for shareholders, we will need to expand our business, invest in the renewal of concessions and new concessions and related services in intermodal connections.

Revisiting our strategy and our policies and governance has determined a new pace of transformation and improvement, which allows the perpetuity of our business within the realities of our clients, granting power and the environment.

It was the most intense year of cultural and organizational transformation that we have ever experienced, without measuring efforts and treating ethical and business challenges with professionalism and transparency.

The execution of all the transformation, in such a short period of time, highlights the focus on ensuring the company's competitiveness, aligned with the important cycle of investment and development of the country's infrastructure, a fundamental pillar for the sustainable resumption of economic growth already estimated for 2020.

Ana Maria Marcondes Penido Sant'Anna

**Chairman of the
CCR Group Board of Directors**

Message from the CEO

The year of 2019 was marked by intense work by all the CCR Group employees to consolidate and finalize structural projects that had begun a year earlier, in accordance with the strategic guidelines set by the Board of Directors. The revision of the corporate governance system and the Compliance Program, the creation of an area for the centralized management of corporate risks and internal controls, and the restructuring of Internal Audit are some examples of deliveries that strengthen our company and will sustain a new cycle of growth.

The changes we have made in the management model have been accompanied by a profound transformation in the corporate leadership framework. Our Executive Board has been reformulated and the company is now managed by new professionals identified in the market and by employees who, throughout our history, have been prepared to take on the challenges and give continuity to the strategic plan to transform Brazil's mobility infrastructure. This process, which began in 2018 with the hiring of new executives to fill the positions of Vice-Presidents, will be finalized in 2020 with the appointment of a new CEO, a change that will be disclosed to all stakeholders with full transparency.

The technical capacity of the employees was one of the pillars on which the CCR Group relied over the last 20 years to become one of the largest infrastructure concession companies, diversifying its business and expanding its operations to other countries besides Brazil. In this sense, the valorization of the professionals and the recognition for their deliveries are fundamental to drive new achievements and the overcoming of the challenges inherent to our sector. Therefore, the construction of a new model for variable remuneration offer, with more objectivity and linked to long-term goals, is another project that we completed in 2019 and deserves to be highlighted.

In recent years, our company has experienced challenging moments after identifying past behaviors that have hurt our standards of behavior and corporate values. We have been transparent with public agencies and other stakeholders, conducting thorough internal investigation work. Our clients have demonstrated confidence in our purpose and have recognized the quality of the service we provide and the improvements we make in the concessions we manage.

We are even clearer that if we are to continue to be recognized by society, we must not neglect ethics and integrity. Being connected to principles such as the Global Compact and the Sustainable Development Goals (SDGs), initiatives proposed by the United Nations (UN), has become essential for us to continuously strengthen our practices to combat corruption, degrading forms of work, discrimination and other situations that are against an effectively sustainable business environment.

Innovation is the key that will open the door to a new chapter of success in the history of the CCR Group. Conquering new concessions and connecting them to new technologies is only one part of that path. We must rethink processes, seek new ways to work and be more efficient, and invest with a focus on creating value and improving the well-being of customers who use the infrastructure we manage.

Our society is in transformation, searching for alternatives to build an economic model less dependent on fossil fuels and more sustainable. Our leaders are prepared to direct the work of their teams in this new context. Our management processes have been reviewed and are strengthened. I am sure and confident that our company is ready to be part of this global change and leave an even more positive legacy.

“ We are ready to leave behind an even more positive legacy, with our stronger processes and our leadership prepared to lead teams in a sustainable business model ”



Leonardo Vianna
Chief Executive Officer
of the CCR Group

About our Report

The year of 2019 represented a milestone for the CCR Group. A transversal change that enhances our capacity to develop new business models and bring safety, quality, comfort and well-being to the millions of clients that use our highways, urban mobility assets and airports in Brazil and abroad. We want to share our journey with all our audiences and therefore this edition of the Annual and Sustainability Report (ASR) has more than special value.

Like all the internal movement we are going through, this Report combines innovation with our corporate values. We bring a new structure and a more refined look to communicate the main levers of value in our business, without leaving aside everything that already differentiated our accountability among the best market practices.

The document is aligned with the Integrated Reporting framework proposed by the International Integrated Reporting Council (IIRC) and of which we are one of the pioneers in implementation since 2013. Seeking synergy with other corporate transparency mechanisms and reaching out to all our audiences, the ASR is complemented with an online version and an Executive PDF, which allow a faster reading of our main achievements, learning and perspectives.

In 2019, the Annual and Sustainability Report was approved by the CCR Group Board of Directors. This development flow reflects the document's relevance to our leadership, evidencing our commitment to accountability to society.

**To
learn
more**

Go to www.grupoccr.com.br/2019/en and see all the publications that make up the 2019 Annual and Sustainability Report

Materiality Matrix

Throughout this publication, we count the important advances we have made in corporate governance and risk management, the process for building a corporate purpose statement to be released in 2020, and we highlight the main achievements and deliverables of our operations to generate value in a sustainable manner. Each of these issues is related to our materiality matrix, which brings together the issues identified as most relevant to our activities.

In 2019, we began a process to update this matrix, which will include a broad and deep engagement with internal and external audiences and a critical assessment of trends, risks and opportunities in our business model. Important inputs to this study have already been gathered over the past year, such as individual interviews with our executives and the mapping of corporate projects that can contribute to materiality analyses – such as the review of risk management processes. In 2020, this process will be completed with stakeholder consultation and prioritization of the CCR Group's new material issues.



To
learn
more

See page 66 to understand how we prioritize and engage our stakeholders in defining our Report's Materiality Matrix

Click on the material themes

Browse this interactive diagram to better understand the issues addressed in each of the topics and their correlation with the main global agendas for sustainability management and reporting.

Capitals of
Integrated
Reporting



Manufactured
capital



Human
capital



Intellectual
capital



Natural
capital



Social and
relationship capital



Financial
capital

Principles of
the Global
Compact



1. Respect for
human rights



2. Non-participation
in human rights
violations



3. Support for
freedom of
association



4. Eradication of
forced labor



5. Abolition of
child labor



6. Elimination of
discrimination



7. Addressing
environmental
challenges



8. Environmental
responsibility



9. Dissemination of
environmentally
friendly
technologies



10. Fight
against
corruption

CCR in 20 years

Group companies in 1999

Roads

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

5 Businesses

R\$ 1.9 billion
in revenue

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

Group Companies in 2019

Roads

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

26 Business

R\$ 10.8 billion
in revenue

Urban Mobility

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

* Under homologation.

Services

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

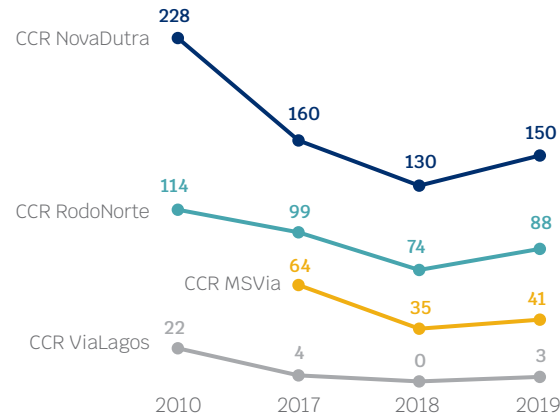
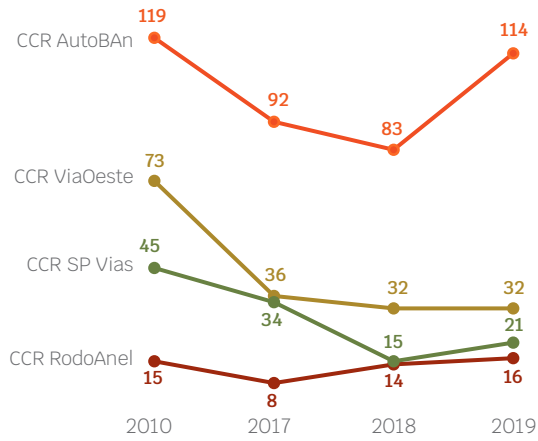
Airports

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

2.2 million
vehicles per day on
managed roads

4,788 km
of optical
fiber

Accidents with fatalities on the roads

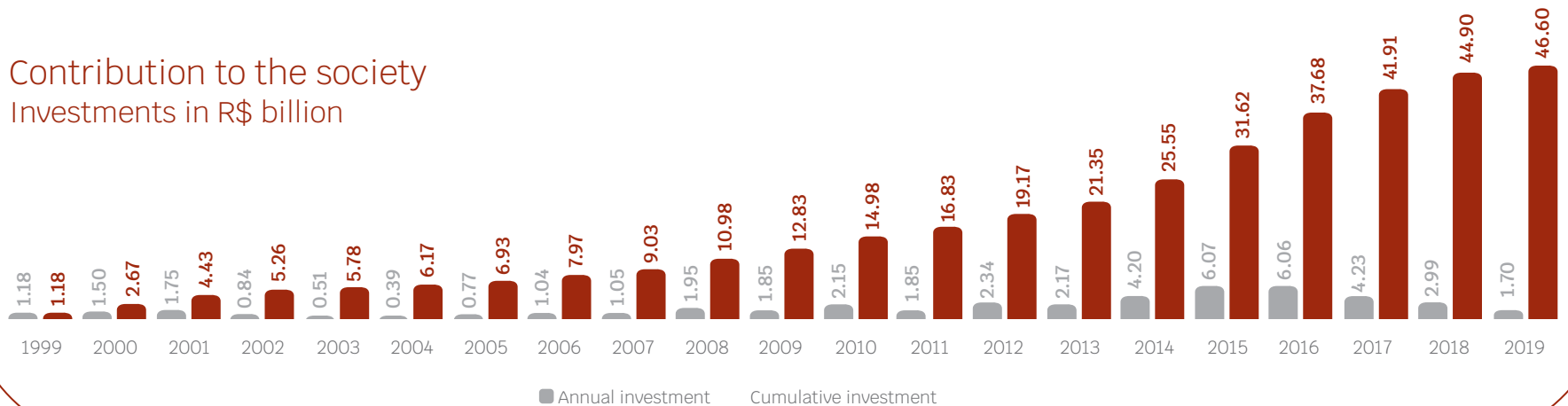


The graphs show the evolution of accidents with fatal victims since 2010, when we started implementing the Accident Reduction Plan (ARP) in line with the guidelines of the “Decade of Road Safety” movement, proposed by the UN.

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

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

Contribution to the society Investments in R\$ billion



2019 Highlights

R\$ 9.5 billion
in net revenue*

**Does not include
construction revenue*

R\$ 1.4 billion
in net
profit

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

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

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

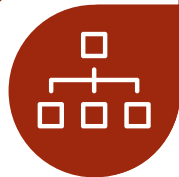
R\$ 1.7 billion invested

R\$ 2.1 billion
in taxes collected

R\$ 386.7 billion
paid in grants

R\$ 7.1 billion
in operating costs and
administrative expenses

R\$ 1.05 billion
paid in wages
and benefits



Review of corporate governance
structure and policies

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

Structuring
the corporate
risk matrix

Compliance
assessment in
9 units in Brazil and
2 abroad

Review
of Variable
Remuneration
Policy and Goals





2019 Highlights

Conquest
of the Monorail
Line 15-Silver concession
in São Paulo

Airport Council International (ACI)
Accreditation Program

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

CAP
(operator of Curaçao
Airport)
holds Level 1 of ACI

Quiport
Quiport obtained
Level 3 (Optimization)

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

Aeris
1st in Central America to
obtain Level 2

447.7 MWh
saved with
eco-efficiency
projects

25.7% reduction
in waste
generation

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



Movement



Improving the quality of life of our customers is the greatest value we generate with our concessions

By land, sea and air, humanity moves ever more rapidly towards a technological and digital future. Every day, people and dreams connect through a complex network of highways, tracks, sea and air routes that cover our entire planet and create the background for a more sustainable society.

Our company, the largest in the segment of infrastructure for mobility in the country, exists to transform the way we travel this journey. We know that there will always be a more comfortable, agile, intelligent and efficient way to overcome distances and reach our goals. And so, for 20 years, we have been working so that each client of our concessions can experience the best of the chosen path.

We are alongside students who bring inspiring new ideas to their notebooks and minds, truckers who transport food from the countryside to the cities, fathers and mothers who look after their children, travelers who cross oceans in search of new languages and cultures. That's why we research and incorporate technologies that make people more welcome on roads, at airports, on trains and on boats.



We know the landscapes of Brazil - because we are in seven different states - and of four other countries in the Americas. To preserve natural wealth, we invest in more efficient models to generate electricity from renewable sources, techniques to reuse waste, initiatives to reduce greenhouse gas emissions and protect biodiversity around our paths.

We admire and respect the traditions and cultural expressions of the communities that are connected by our concessions. In this sense, we created the CCR Institute to join efforts and make relevant investments in social projects that strengthen education, citizenship, road safety and promote culture and environmental preservation in the regions where we operate.

We believe that as important as getting to the destination is the legacy we leave during the journey. Our journey is long, since each concession we win is the renewal of a commitment we have made to society for decades. Responsibility, ethics, transparency and sustainability is what drives us to move forward to deliver more safety, well-being, comfort and quality to all our clients. This is the brand of the CCR Group.



Our purpose

The history of our company goes hand in hand with the development of the infrastructure concession model in Brazil. In the last 20 years, we have been pioneers on several fronts: we signed and finalized the first contract for the management of a road asset - the Rio-Niterói Connection - we were the first listed company in B3 S.A.'s New Market and we expanded frontiers to manage and operate airports abroad. In 2019, we took a new look at our business to discover the new paths we will take.

It was with this objective in mind that we conducted an unprecedented diagnosis of our culture and corporate values. Throughout the year, with the support of specialized consulting firms, we held internal workshops involving our employees, directors and members of the Board of Directors.

One of the main benefits of this project was to confirm that the greatest value of our operations is the well-being of our customers. Excellence in service and respect for those who use concessions are key intangible

assets of our business model and can be further enhanced with innovation, technology and enhanced customer focus.

The welcome for drivers and passengers, in all modes of mobility, is the result of fortresses that we have built up over the last two decades. The qualification of our employees, the diligence in carrying out investments and in complying with contractual requirements, the absolute priority for safety and the integrated management of the social and environmental impacts of our activities are the differentials of a company recognized for its excellence in providing services.

From 2020, we will continue to work to internalize this new corporate culture aimed at offering the best experience to our customers. We will share with our employees and all external audiences the purpose of our company, a statement of what motivates us to tread new paths and has been collaboratively built by all of us here at CCR.

Business vision

To be an infrastructure company focused on mobility that, with high impact local and international projects, ensures that the customer experience is transformed into a better quality of life.



Institutional reputation

Our business model, based on the provision of infrastructure services granted, is strengthened when the quality of our operations and other positive aspects of the company are recognized by clients, employees, opinion leaders, local communities and other audiences with which we relate.

Therefore, monitoring corporate reputation before stakeholders is relevant to identifying the materialization of our purpose in society and finding opportunities for improvement so that our performance contributes to the development of a mobility infrastructure with excellence, safety and efficiency.

In 2019, we started the Institutional Reputation project, aimed at building a model for determining, consolidating and monitoring a reputational index. With the support of consulting firms specialized in this area, we conducted a study of the best practices adopted by other companies and discussed in internal meetings what are the dimensions and attributes to be researched for the composition of the company's reputation.

The preparation of such a management model will continue throughout 2020. Our goal is to complete a process of engagement with our audiences during the year and thus have an initial basis for monitoring our company's reputation. Starting in the coming years, we will be able to establish action plans to address opportunities and thus continue to strengthen our company's reputation.



We are building a model that will allow us to monitor the company's reputational index, facilitating the development of action plans that contribute to the recognition of CCR among its audiences



Assessment of our customers' satisfaction

It is important that society and the granting authority recognize the quality of the service provided so that CCR can generate value by expanding its business, adding other concessions to its portfolio and making investments in current assets to improve its infrastructure. With a cutting-edge performance, clients realize the benefits resulting from tariff collection and the importance of the partnership between the State and private initiative.

To monitor the quality of services, customer satisfaction surveys are conducted in all managed modes. On the roads, this evaluation is done by Datafolha Institute, one of the most recognized research institutions in Brazil. In 2019, more than 4.8 thousand people were interviewed who know and use the concessions - among car and truck drivers, fleet owners and opinion makers. The overall perceived satisfaction index was 78.5%, a reduction of 1.5 percentage points compared to 2018.

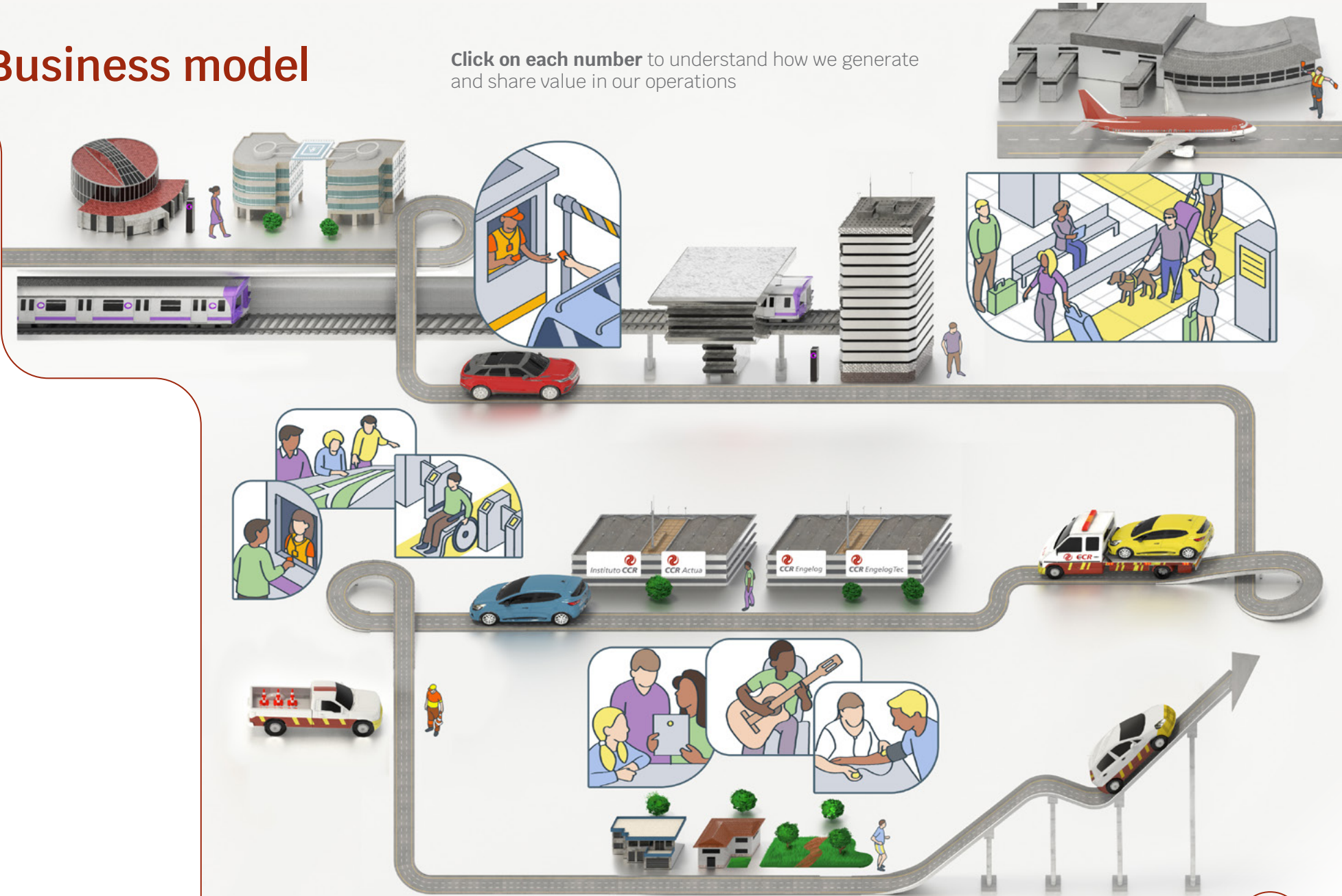
In the airport segment, this evaluation is carried out through the Passenger Satisfaction Survey, a federal government initiative with results released quarterly. BH Airport, the concessionaire that manages the Confins Airport (Minas Gerais), achieved an overall score of 4.57 points, on a scale of 1 to 5, in the fourth quarter of 2019.

Urban mobility concessions assess customer satisfaction through internal indicators that monitor waiting time, equipment cleanliness and service punctuality. These indicators cannot be disclosed because of regulatory issues. Customer communications through channels such as the Ombudsman, e-mail, telephone and SMS are also a reference for assessing service quality and establishing improvement plans.

The corporate management model is a factor that has driven the improvement of service quality in recent years. Since 2018, concessions have been managed in four different divisions - CCR Airports, CCR Mobility, CCR Infra SP and CCR Lam Vias (learn more on page 33).

Business model

Click on each number to understand how we generate and share value in our operations



Get to know some indicators from 2019 that show our generation of value in the six capitals proposed by the Integrated Report



Financial capital

- Net revenue **R\$ 9.5 billion***
- EBITDA **R\$ 5.8 billion****
- Investments **R\$ 1.7 billion**

**Does not include construction revenue
**Calculated excluding non-cash expenses: depreciation and amortization, provision for maintenance and appropriation of prepaid expenses from the grant*



Manufactured capital

- About **2.2 million** trips on the roads
- **About 2 million** passengers used our urban mobility services every day
- **22.8 million** airport boarding passengers per year



Natural capital*

- **7.5%** reduction in urban mobility water consumption
- **25.7%** reduction in waste generation by the CCR Group
- **447.7 MWh** of energy saved in energy efficiency initiatives

**Does not consider the units ViaRio, Renovias, light rail Carioca and airports abroad.*



Intellectual capital

- **134 professionals** involved in the first year of the Lean Journey
- Quicko application has already been installed on **95,500** mobile devices



Human capital

- **50,700** trainings carried out through the Nosso Mundo do Saber platform
- **44.6%** reduction in accident severity rate*
- **13.61 hours** of training per employee (average in the year)

**Does not consider the units ViaRio, Renovias, light rail Carioca and airports abroad.*



Social and relationship capital

- About **1.2 million** participants in the CCR Institute actions
- **78.5%** satisfaction in the survey with road clients

Quicko - Technology to travel better in big cities

What's the best way to get around a big city? The answer to this question involves several factors, such as the cost of the trip, the distance and the means of transportation available. The most important of these, however, is the power of choice of each passenger or driver.

To help people make up their minds with more information and intelligence, we are investing in Quicko, a technology startup that combines all urban mobility options for transport in major metropolises. The platform was initially made available to the metropolitan region of São Paulo and has already been downloaded on more than 95,500 mobile devices.

Quicko was born to integrate the various existing possibilities of locomotion and, with the analysis of big data in real time, show travelers the various possible routes and their advantages and disadvantages. The shortest route is not always the fastest, the cheapest or the most pleasant. With more information and connectivity, each person can choose whether to walk, rent a bike or ride the subway - and live the best experience on each trip.

The possibilities offered by the platform are completely aligned with our purpose. We want, more and more, to transform the way our clients move, adding comfort and convenience to their paths. Innovation and digitalization are the routes that will take us in this direction.



Use the QR Code beside to download Quicko's application on your smartphone and take advantage of this platform to choose the best path for your day

Quicko



Innovations that delight our customers

- ViaQuatro brought to Brazil the first models of remote-controlled trains, without the use of drivers. A new safe way to travel underground in São Paulo on Line 4–Yellow of the subway.
- Our facial recognition technology at CCR Metro Bahia helped the Military Police monitor major events in the city of Salvador.
- We put NovaDutra FM CCR radio, which operates on the 107.5 MHz frequency and operates along the entire length of Presidente Dutra Highway. Information and services, from end to end, for drivers who travel on the main road axis in Brazil.
- We innovate with the indication panels of capacity in the wagons of the Line 4–Yellow trains. A system that warns where the empty spaces are to increase comfort during the journey.
- On our roads, we use artificial intelligence systems that recognize vehicles by their physical characteristics and plates. Cutting-edge technology aims to increase safety and combat toll evasion.
- At CCR Metro Bahia, we combined the fiber optic network with artificial intelligence resources to identify undue interventions in the subway line. The project seeks to reduce intrusion situations, which lead to the reduction of speed or the stopping of trains.
- We launched “Leitura na ViaMobilidade” and “Estação Leitura”, projects that encourage the donation and sharing of books in the stations of Line 5–Lilac subway (São Paulo) and CCR Metro Bahia (Salvador). Passengers can take copies from the shelves, without any kind of registration, and return them later.
- We started to use drones to inspect viaducts, footbridges and other structures of our highways. It is more technology to increase safety and ensure the comfort of drivers, passengers and pedestrians



Direction



Corporate governance is the compass that guides the paths to growth of the CCR Group

For a safe journey, drivers need road signs, reflective road lines and various other signage instruments. Likewise, our company depends on policies, processes and internal regulations that direct the best way for growth and business diversification with responsibility, ethics and sustainability.

Corporate governance is the central system of this broad set of rules that guide the way we run, monitor and drive our activities. The solidity of this structure is essential to give transparency and traceability to strategic decisions, which generates security so that all our company's professionals know how to act to preserve our institutional reputation, protect our assets and increase customer satisfaction in our concessions.

The year of 2019 was marked by the conclusion of an in-depth review of the governance structure, corporate policies and decision-making process in our company, as a consequence of a decision of the Board of Directors disclosed at the end of 2018. We created the Vice-Presidency for Governance and Compliance, which reports directly to the Board of Directors, also covering the area of Internal Audit and Corporate Management. We structured and began practicing a new governance model, inspired by best practices and tailored to our needs, privileging collegiate discussions and deliberations at the different levels of the company and ensuring greater adherence of the decision-making process to our strategic objectives and always in the best interest of our stakeholders. In conjunction with these changes, we review the criteria and structure of variable remuneration throughout the company, directing management towards achieving sustainable, long-term results.



We have updated the structure, regulations and scope of action of the committees that advise our Board of Directors, composed of qualified and empowered members to represent and defend the interests of all shareholders.

Good corporate governance practices are strengthened with the revised and expanded Compliance Program. A system based on clear policies and standards that place our employees as protagonists in promoting ethics and our values in relations with public agents, suppliers and all other audiences that interact with our company.

Also as a result of the Board's decision in 2018, one of the big four audits was contracted to support the risk mapping and structuring of the CCR Group's risk management area.

These movements consist of the natural unfolding of pioneering initiatives already adopted by the company, such as the entry into the New Market and the creation of a Governance Committee in 2002.

We strengthen the entire compliance system, risk management and internal controls of the company, in accordance with best market practices



Governance Project

The Governance Project is an initiative that transforms the way we make strategic decisions and conduct our company by winning new business, innovating and diversifying revenues in existing concessions. It is based on two pillars: the renewal of the decision-making process and a new model of remuneration and goals.

To build the first pillar, we rely on the support of external consultants to map out all the critical decision processes for our business model and, from there, redefine the instances of evaluation, discussion and final direction. This is a change that goes beyond simply setting limits and approval levels on investments and values.

The new model determines that essential themes, with the possibility of impacting on financial soundness, reputation, relationships with the public and other relevant aspects, be taken to a collegiate analysis of leaders. The decision-making flow is fully recorded in corporate systems and traceable.

The second pillar of the project concerns a new design for our employees' remuneration system and targets, developed on the basis of internationally recognized methodologies and which came into force in January 2020. The goal is to make this instrument, valuable for the recognition of our employees, even more transparent and directed towards the sustainable growth of the business.

Based on two pillars, the Governance Project involved a new deliberation model for critical issues and the redesign of the variable remuneration system

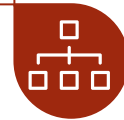


In 2019, we presented this new format to all employees and discussed the benefits of its adoption. In practice, the Profit Sharing (PS) offer is related to the achievement of quantitative and qualitative targets, making it possible to recognize both the results obtained and the way they were delivered.

In the new system, alignment with the competencies and values of the corporate culture is equivalent to the achievement of goals. Thus, employees will

be able to understand, through the process of competence assessment conducted by the People Management area, the objective criteria that influenced the PS achieved.

In this way, our governance structure and processes reflect the new corporate culture. Transparency and collaboration among people underpin our assessments and decisions to drive company growth.



The Governance Project is an initiative aimed at guiding business growth and diversification in the face of market changes, increased competition and the identification of opportunities driven by innovation and new digital relationship tools. At the same time, the initiatives undertaken on this front are in line with the recommendations of the Independent Committee for the Board of Directors, resulting from the in-depth and meticulous investigation work in 2018 of events cited in testimonials published in the media and related events at odds with our values and good market practices.

At the end of its work, the Independent Committee recommended to the Board of Directors the conduction of action plans to improve internal controls and the governance structure of our company, the detailed assessment of risks related to the activities of the holding company and subsidiaries considering the sector of operation and the level of interaction with public agents, and the permanent monitoring of this work plan.

The Independent Committee acted from February 28 to December 5, 2018 and conducted the verification work with complete independence and freedom. Formed by experts in the legal area and in corporate governance, it contributed to the gathering of confidential information that was forwarded to the Public Prosecution Service of the State of São Paulo and subsidized the celebration of a Self-composition Agreement with the authorities. In 2019, based on the same investigations, CCR RodoNorte signed a Leniency Agreement with the Federal Public Prosecutor's Office in Paraná.

In 2019, the Governance Project involved, among other measures:

Review of Advisory Committees to the Board of Directors

Reduction from 6 to 5 committees, with adaptation of compositions, scope and respective names

Implementation of governance portal for the various management forums of the companies belonging to the CCR Group

Improvement in the formalization of deliberations and their traceability of decision-making processes

Mapping the main decision-making processes of the CCR Group

Development of an internal tool for monitoring processes that depend on the approval of different levels and involvement of support areas

A new remuneration model

The restructuring of corporate governance gives greater autonomy and responsibility to executives and employees in the decision-making process and, therefore, it is important to redefine the incentives and processes that support this management model. The changes in the rules and criteria, however, have not altered the competitiveness policy already adopted by the company nor the total amount paid for remuneration.

The remuneration of the executives of the Board of Directors is composed of four parts: fixed, variable, indirect and situational. The base salary is determined according to the position occupied by the professional and the values practiced in the market. The variable remuneration of the executive officers is linked to medium and long-term goals, in accordance with the Profit Sharing Plans.

The quantitative targets, with percentage weight, are linked to the aggregation of Economic Value Added (EVA) and minimum dividend distribution. Qualitative targets are also taken as a basis, including stakeholder relations, operational improvements, qualified portfolio growth and sustainability targets. Situational compensation applies only in specific situations and under previously determined rules. There is also the Long Term Gratification Program (LTGP), which consists of a value generation policy that allows some executives to acquire rights based on stock appreciation, cash generation and dividend rate distributed.

The pillars

Clarity

Employees understand the mechanism by which their targets are set and their variable remuneration is calculated

Transparency

Employees have visibility into their performance and the elements that affect and define their variable compensation

Meritocracy

Individual remuneration is related to the behavior and performance of each employee and business unit

Three components make up the short-term variable remuneration

1

Financial Goals

Part of the individual remuneration is based on the achievement of financial objectives of the company, division and business unit to which the employee is dedicated.

2

Individual Goals

All employees will have individual goals based on their priorities for the year. The agreement, management and verification of these goals are only possible due to the new governance model and the collegiate forums for talent management, which give more balance, security and transparency to individual goals.

3

Assessment of Skills

The new model will also reward the way the results are delivered. It is expected that results will be delivered in a manner that adheres to the corporate values.

The LTGP (Long Term Gratification Program) has also changed

- The goal is to retain talent and align interests, contributing to the company's continuous and sustainable growth in the long term.
- More competitive, simple and transparent for participants.
- Clear and transparent communication on the eligibility criteria for employees who will participate in the LTGP.

Governance structure

Our company's shares, traded at B3 S.A. - Brazil, Stock Exchange, OTC (in English, B3 - Brazil Stock Exchange and Over-the-Counter Market), are listed on the Novo Mercado (New Market), recognized for requiring the adoption of the best practices of corporate governance and relationship with minority shareholders. Therefore, we adopt and comply with the guidelines of this listing segment's regulations in the management of our business.

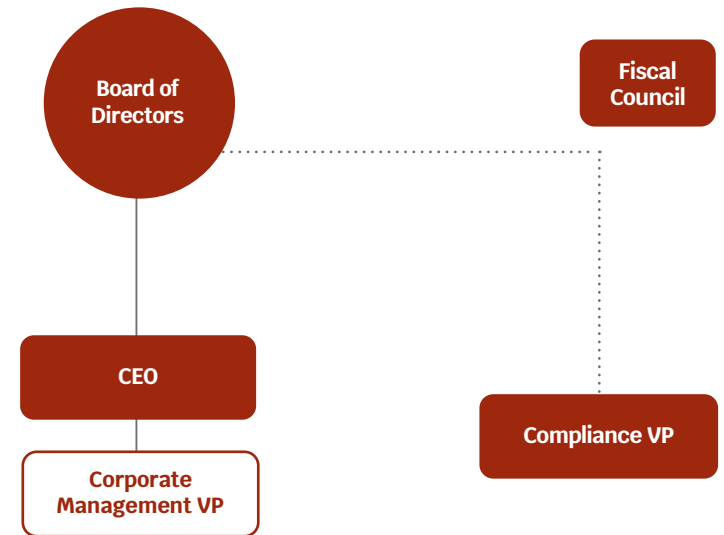
The Board of Directors is the highest governance body and indicates strategic guidelines for growth and portfolio diversification, assessing economic, environmental and social aspects that may positively and negatively impact the capacity to generate value for all stakeholders. According to the Bylaws, it must be formed by a group between 8 (minimum) and 15 (maximum) members. This definition is made by the Ordinary General Meeting (OGM) of shareholders, which, in 2019, elected 12 effective members and 10 substitute members.

In its current composition, the body has three independent directors, whose professional experiences and knowledge of the sector have allowed the qualification of discussions in the largest body of our governance structure. All nominations follow the requirements established by the **Display Policy** of Directors, Advisory Committees of the Board of Directors and the Fiscal Council.

Our Advisory Committees to the Board of Directors were reviewed in 2019, contributing to the agility and quality of the deliberations in the governance bodies

GRI 102-18

Click on the name of the Committees
to understand the assignments of each of them



To learn more

for the Internal Regulations of the Board of Directors and Advisory Committees

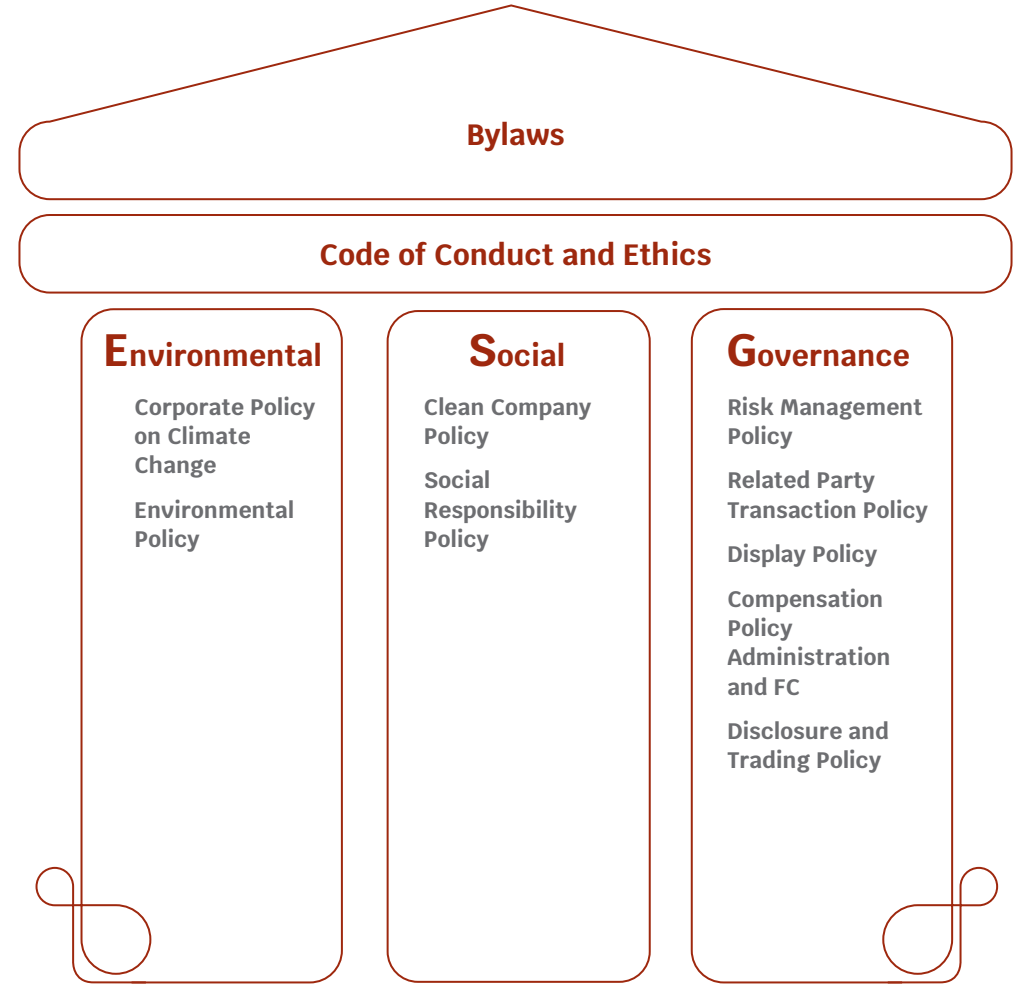
The Board of Directors meets on a monthly basis, on an ordinary basis, and, on an extraordinary basis, when necessary in the interests of the company, upon convocation by any of its members. Its performance is supported by Advisory Committees, bodies responsible for deepening evaluations and recommendations for the deliberation of certain matters. The number of committees, their attributions and regulations have been completely revised in the last year, aiming at giving more agility and quality to the decision-making process.

As in previous years, in fiscal year 2019, our company counted on the installation of the Fiscal Council, a non-permanent body that acts in an independent manner to supervise the acts of the management and the conduct of business, as approved in the OGM. Three effective members and their respective alternates were elected, highlighting that, in this process, the Display Policy was also observed.

Our policies

The Company's **Bylaws**, the Code of Conduct and Ethics, the Internal Regulations of the Board of Directors and its Advisory Committees and the different corporate policies are instruments that define the criteria and guide the strategic decisions taken in all instances of our corporate governance. The Governance Project we conducted allowed all these instruments to be reviewed and updated between 2018 and 2019 (with some being approved in the first month of 2020), providing a more agile process aligned with both the strategic objectives and the demands of external audiences.

Click on the policy name in the diagram below to access the entire document



Performance evaluation and compensation

The performance evaluation of the Board of Directors, Advisory Committees, Executive Officers and the Board Secretariat takes place at each term of office of its members, in accordance with B3 S.A.'s Novo Mercado (New Market) regulations in force since 2018. It is the responsibility of the People and Governance Committee to manage this process, which involves a set of stages and the support of a specialized company.

The members of the Board of Directors and the Executive Board fill out an evaluation questionnaire, which is sent in unidentified closed envelopes to an external consultant for analysis. The consolidated result of this evaluation is returned to the People and Governance Committee, which prepares an opinion on action plans and improvements for discussion within the Board. The third-party analysis also provides CCR with a matrix of skills of Board members, contributing to the understanding of the complementarity of knowledge of its members, as well as possible alternatives for improvement in its composition.

The remuneration of the effective members of the Board of Directors is 100% fixed. The members of the Advisory Committees are members of the Board of Directors itself and could receive additional remuneration for each attendance at a meeting of these bodies. However, the practice of additional compensation for participation in committees has been discontinued, with approval at the General Meeting held at the election of the new members of the Board of Directors in April 2019.



The People and Governance Committee is the body responsible for developing the CCR Group's evaluation processes and remuneration policies

Active business management

The execution of the strategy and the conduct of business in accordance with the corporate governance guidelines policies are the responsibility of the Executive Board. Formed by 11 executives with recognized experience in their areas of expertise, this collegiate of leaders guides the way we qualify and develop our business, prepare and strengthen our employees and manage the risks to preserve the capacity to generate value.

In the last two years, the Board of Directors has appointed new professionals to fill these positions, following the plan of the Leadership Identification and Development Program conducted by the company since 2014. In the current Board of Directors, there is a positive combination of professionals already working in the company with other contractors in the market, with new visions and ideas for our growth.

Also in 2019, the beginning of the CEO succession process was announced to the market, which should be concluded in 2020. In a transparent manner, the succession process has been conducted with the support of the current Chief Executive Officer himself and the Board of Directors, and thus puts into practice the guidelines and nomination criteria defined by the new corporate governance system.

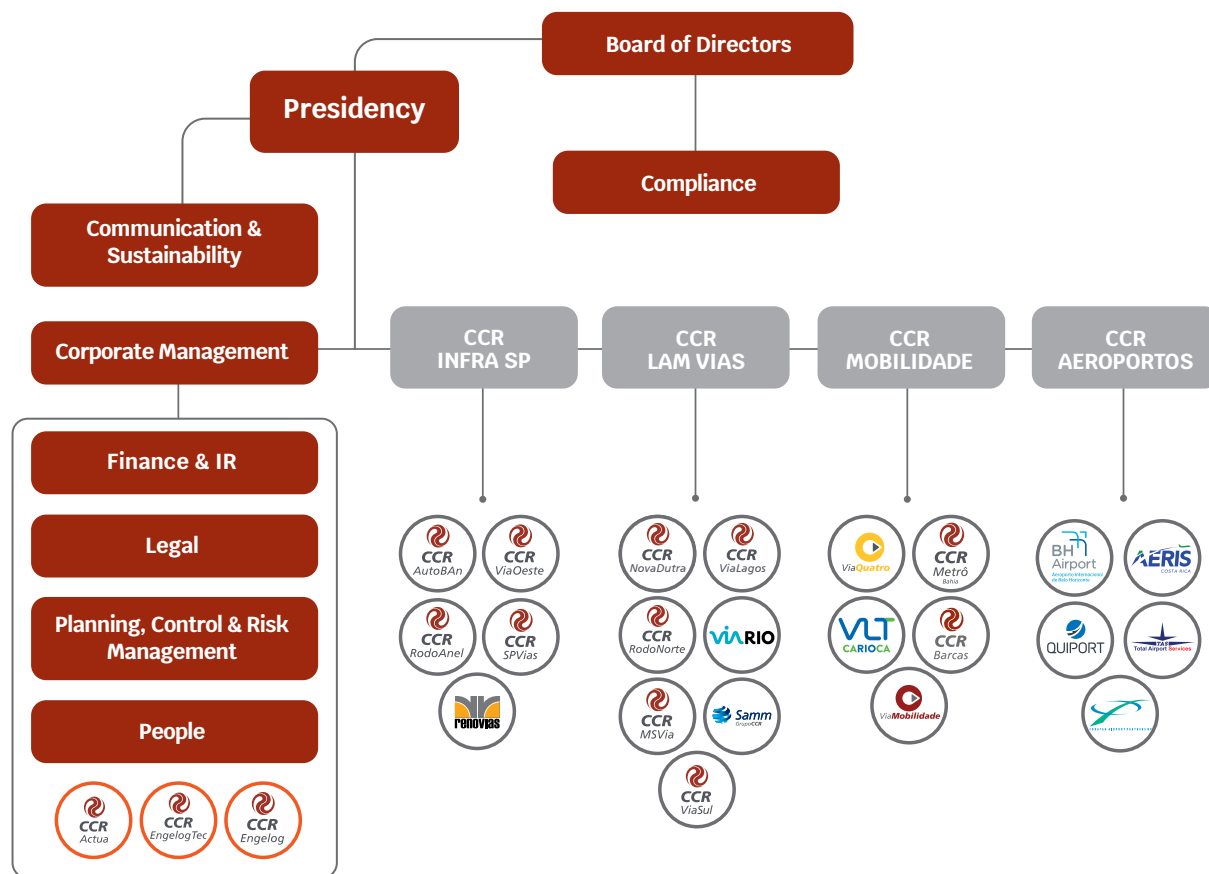
The Vice Presidency of Corporate Management is the body that monitors all corporate, administrative and operational processes. Thus, we ensure that the management model and good practices are disseminated to all the units that manage the concessions and also to the companies in our Shared Services and Competence Center.

In order to enhance business management, we have organized our corporate structure with four business divisions responsible for coordinating road concessions, urban mobility and airports. Thus, we strengthen the strategic action axes and potentiate the opportunities for

diversification and new business development, with more efficiency and synergy in all processes.

The Service Centers and Shared Competences CCR Actua, CCR Engelog and CCR EngelogTec support the Group companies with teams specialized in people management, engineering and technology. Samm

is a company providing services related to high capacity data transmission by means of fiber optics deployed along the highways and the Line 4–Yellow of the subway. The CCR Institute strategically articulates the promotion of socioeconomic and cultural development in the regions where the CCR Group is present.



Risk and process management

The size of our business and the diversification of our portfolio of concessions require from our company a solid model aligned with best practices for the management of corporate risks, control of internal processes and identification of opportunities. This structure ensures the ability to generate long-term value and maintain ethical and transparent relationships with shareholders, investors and other stakeholders.

By creating a specific area to support corporate risk management, we have accelerated our evolution on this front. The approval of our Risk Management Policy by the Board of Directors and the new regulations for the New Market, the listing segment of B3 S.A. in which our actions are listed, were the driving forces behind this change.

In deciding to move in this direction, we evaluated the guidelines of the U.S. Sarbanes-Oxley Act (SOX), considered the most evolved in the world to guide the creation of corporate audit and security mechanisms. Thus, the entire structure that we began building and operating in 2019 will be aligned with this legislation, even though our company is not obliged to follow it because it does not have papers negotiated in the United States.

We study the best practices of the market and of companies that are recognized as a reference in risk management, regardless of their sector of operation. With the support of a specialized consulting firm, we conduct interviews with all members of the Board of Directors, in addition to members of the Executive Board, external legal and communication advisors, directors of concessionaires and companies of the Shared Services and Competencies Center, and we also count on the engagement of superintendents, managers and analysts of strategic areas of the company.

This gathering of internal and external information has provided a broad view of the risks to which our business and operations are exposed. To group and prioritize them, we use rules that assess the severity of impacts in relation to financial, operational, regulatory and reputational aspects.

The application of this methodology allowed us to build the Heatmap in 2019. This is a corporate matrix that indicates what are the priority residual risks for which we should define and implement action plans.



This map will be continuously updated, allowing our risk management to be dynamic and respond to market changes and new demands from society. To this end, we have begun implementing digital systems to record internal controls and manage risk protection flows - work that will continue in 2020.

Together with the structuring of the systems, we will train all our employees so that the culture of risk management is internalized and practiced in all areas and units.

Our risk management becomes even more efficient through the performance of the Internal Controls area, also created in 2019, aimed at evaluating the internal controls of operational and administrative processes. This team will be responsible for, based on a work plan defined annually, evaluating the procedures we adopt for the registration of operations and proposing improvement plans based on risk management processes.

Internal Audit acts to monitor controls and risk management practices, aimed at ensuring that corporate areas act to minimize business risks and improve operations and internal controls. Linked to the Vice-Presidency of Compliance, this area acts independently and ensures quality in monitoring and accountability to the company's management.

The Board of Directors monitors the evolution of issues related to risk management by means of reports and evaluations made by its Advisory Committees. In this sense, the Audit and Compliance Committee and the Risk and Reputation Committee work together to qualify the analyses and support the decision making.

Thus, we have created a system of corporate governance that feeds back to ensure that decisions are made in accordance with the strategic objectives and long-term vision of shareholders, following the methodologies we have established for tracking and recording processes and based on accurate and reliable information.



The Heatmap identifies our priority risks and from it, the Risk Management, Internal Controls and Internal Audit teams plan actions to mitigate risks and strengthen control systems



To
learn
more

Click here and refer to sections 4 and 5 of the Reference Form for more information on our risk factors and the mechanisms we have adopted to manage them

Compliance Program

We develop our business based on ethical principles, transparency and respect for human rights. The corporate values that reinforce this position are expressed by the **Code of Conduct and Ethics** and the **Clean Company Policy**, developed in accordance with the Anti-Corruption Law (12,846/2013). Thus, we comply with the strictest anti-bribery and anti-corruption rules and legal provisions in force in Brazil and worldwide, in addition to complying with the determinations of the Novo Mercado (New Market) regulations, segment of B3 S.A.'s listing.

The practice of these values is accompanied by the Compliance Program, in place since 2015 and composed of a series of tools

Law no. 12.846/2013: provides for the administrative and civil liability of legal entities for the practice of acts against the public administration, national or foreign, and makes other provisions. Decree no. 8,420/2015 regulates Law no. 12,846/2013.

FCPA (United States): Foreign Corrupt Practices Act

Article 42 of Decree no. 8,420/2015 was widely considered in the preparation and implementation of the Compliance Program, both in the preparation of internal rules and policies and in the design of the pillars.

- Commitment of senior management
- Rules for donations and sponsorship
- Third party due diligence
- Process monitoring
- Procedures for interaction with public agents
- Guidelines for conduct in election periods and during bidding and M&A processes, among others

that establish norms and standards of expected behavior, training of employees, programs for the adoption of corrective measures combined with action plans and communication channels for the denunciation of attitudes that go against our norms and values.

In addition, our company and its subsidiaries are signatories of the UN Global Compact, especially the initiatives proposed by the Anti-Corruption Thematic Group, and are therefore committed to the adoption of the Construction Sector Integrity Booklet. Our success is based on principles of integrity and respect, our values described in the Code of Conduct and Ethics and the Clean Company Policy, aligned with the guidelines defined by the Novo Mercado (New Market).

2019 Compliance in numbers

120 donation and sponsorship projects evaluated and analyzed, focusing on compliance risks

24 hours of training for employees in the Compliance area

208 occurrences of the Confidential Channel (Ethics Line) treated and Finalized

21 different types of internal training for CCR employees on various compliance-related issues

9 national and 2 international units visited by the Compliance area

23 internal policies and procedures reviewed and/or developed and approved

We constantly reinforce, with the support of senior management, the continuous disclosure and updating of the Compliance Program, which guides all employees, shareholders, administrators and third parties, at all levels, on the need for sustainable business development and in compliance with internal policies and standards, as well as in compliance with the legislation of the countries in which they operate.

We are constantly seeking the best market practices, fighting corruption, bribery, kickbacks or facilitating payments. In this sense, the Program contains several policies and standards that deal with risk assessment of third parties, donations and sponsorships, gifts and gifts, interaction with public agents and conflicts of interest. We monitor compliance with these procedures and map eventual nonconformities, which will be subject to disciplinary measures, if applicable.

We constantly carry out training and communication campaigns in order to engage everyone in the compliance culture. The update

workshops are part of this improvement program, which represents the creation of intellectual capital and an important differential for cooperation in consortia and shared management in different operations.

The Confidential Channel (previously called Ethics Line) completes the instances of our Compliance Program, as it makes room for any employee, manager, shareholder or third party to report acts that do not comply with our standards, policies or the legislation of the country. The occurrences are recorded in an environment controlled by an independent and external company, recognized in the market for its performance in the compliance area.

The channel can be accessed through the company's website, dedicated phone line, e-mail and letter. Employees are also encouraged to seek out their immediate leader or the company's Compliance area to report violations of conduct guidelines.



The observance of the rules that compose the **CCR's Code of Conduct and Ethics** – which deal objectively with issues related to the conflict of interests, donations and contributions in general, the relationship with politically exposed people, money laundering and the recording of operations in its accounting books, among others –, is a precondition for the employability of all the company's employees and, especially, its leadership, which must watch over its effectiveness at all times.

This is also the case with the **Clean Company Policy** which deals specifically with the conduct of our employees in relation to public agents in general. The policy aims to provide transparency and traceability to the necessary relationship of CCR, in the fulfillment of its corporate purpose, with public agencies and their agents, thus seeking to mitigate risks of inappropriate conduct. Doubts and possible deviations of conduct are dealt with by the Confidential Channel (Ethics Line) of CCR, an independent and anonymous communication channel that helps the company to monitor the adherence of its employees to the rules and principles of governance.

Through the established standards and policies, continuous training, communication program and risk assessments, the CCR Group's Integrity and Compliance Program has been acquiring maturity, mitigating corruption risks and increasing corporate security.

CCR maintains in its business units a structure of internal controls that acts strongly in the prevention of deviations and illicit acts, as well as an internal audit program carried out by an independent external consultancy covering the collection processes, conservation and maintenance contracts, service management (including operation), relationship with granting power, supply management, fixed assets, fleets, information security, investment contracts, human resources and payroll, treasury, insurance, accounting and management reports, legal process management, environmental, health and safety management.

The audit is monitored and evaluated by the Audit and Compliance Committee, which reports periodically to the Board of Directors.

CCR S.A. and some of its subsidiaries entered into a Self-composition Agreement (from Civil Inquiry no. 14.0695.0000295/2018) with the São Paulo State Public Prosecutor's Office, approved by the State Courts and which is confidential. CCR S.A. has undertaken to pay R\$ 81.53 million in two installments for the dates of March 1, 2009 and March 1, 2020. These facts were publicly announced through a Material Fact on the same date. On July 15, 2009, the State of São Paulo appealed against the approval of the Term, as disclosed in the Material Fact of CCR of July 18, 2009 (which is available on CCR's Investor Relations (IR) website). On 02/04/2020, the Court of Appeals of the State of São Paulo rejected the appeal, maintaining in full the sentence that ratified the Self-Composition Agreement.

On March 6th, 2009, Rodonorte – Concessionária de Rodovias Integradas S.A. entered into a Leniency Agreement with the Federal Public Prosecutor's Office through the Paraná State Prosecutor's Office, which was later forwarded for judicial homologation, as disclosed by the CCR in Relevant Fact (which is available on the CRR IR website) on the same date. By the Agreement, CCR RodoNorte pledged to pay R\$ 35 million as a fine under the Improbability Law and to pay R\$ 350 million as a 30% reduction in the toll fee in favor of the concessionaire's customers for at least 12 months, in addition to carrying out works on the highways under its operation which total another R\$ 365 million and to submit to an external compliance monitoring process under the terms contracted there. The Leniency Agreement was entered into under the PA No. 1,25,000,004899/2018-42, conducted by the Federal Public Prosecutor's Office, which had the purpose of ascertaining, among other issues, certain facts involving the company and some of its subsidiaries.

Supplier management

We base our relationship with suppliers on ethics and adopt the best governance practices, in line with the guidelines of the Code of Ethical Conduct and the Clean Company Policy. Purchasing and contracting are managed by the Shared Services and Competencies Center and include, in all standard minutes, termination clauses in the event of evidence of forced, slave or child labor, as well as health and safety aspects. The categories of priority suppliers (consultancies, brokers, construction and conservation) and medium risk suppliers (software development, project companies, law firms, marketing, communication and events, NGOs and philanthropic institutions) are subject to due diligence processes.



Number of suppliers by region	2019	2018	2017
Brazil	5,493	5,599	5,634
Center-West	314	330	336
Northeast	347	479	510
North	2	3	2
Southeast	4,116	4,327	4,211
South	714	460	575
Foreign	107	98	85
TOTAL	5,600	5,697	5,719

2,608 supplier and partner analyses (third-party due diligence)

Internal audit

With a view to strengthening corporate governance practices, the Vice Presidency of Governance, Compliance and Internal Audit restructured the Corporate Governance, Compliance and Internal Audit areas and adapted the reporting structure of these areas. The Risk and Internal Controls areas were also structured.

The objective is to establish a coordinated and continuous process of risk, compliance and internal controls, validated by Internal Audit. The synergy between these four areas is fundamental for the conduction of activities, demonstrating to the areas in the first line of defense a complete approach of identification and solution of the fragility and normalization of control.

The Internal Audit performs an independent function and its scope of action is broad, aiming to contribute to the reliability of financial reporting, safeguarding of assets and compliance with internal laws and regulations.

Activities under the responsibility of the Internal Audit

- Implement the annual internal audit plan according to the priorities of the Board of Directors, planning and monitoring the work to be carried out in the various areas.
- Observe compliance with procedures, standards and organizational policies and detect deviations from their application by the company, suggesting their correction.
- Assess the internal control environment, with emphasis on the risks of the audited process.
- Assess and validate the implementation and effectiveness of the company's risk management, compliance and internal controls by means of monitoring and periodic testing of processes, with emphasis on priority risks.
- Communicate new risks to the Risk and Weakness Management team for the Internal Controls team.

2019 Highlights

Creation and structuring of the Corporate Internal Audit area, working together with a consultancy firm specialized in internal audits performed on the Group's processes

16 processes audited in 13 Divisions, Business Units and Shared Services and Competence Center

Contracting of a GRC (Governance, Risk and Compliance) tool to provide an integrated solution to the areas of Risk Management, Compliance, Internal Controls and Internal Audit, to be implemented in the **first half of 2020**

13,640 hours contracted for internal audits

Bi-monthly meetings with the Audit and Compliance Committee to present the results of internal audits and follow up on the status of the internal audit action plans previously carried out

Defensive Lines

1

Operations and Business Units



2

Risk Compliance Internal Controls



3

Internal Audit



External Audit

Compliance and Internal Audit:
Reporting to the Vice President of Governance and Compliance

Regulatory Bodies

Risks and Internal Controls:
Report to the Planning and Control Board

Management for sustainability

Besides expanding and diversifying our business, with financial return for shareholders and customer satisfaction, our company aims to contribute to the evolution of society towards a more sustainable mode of production and consumption. The social and environmental development of the territories and communities located in the regions of our operations is one of the foundations on which we build our business model.

In the system of corporate governance that we practice, the **Social Responsibility Policy** establishes the guidelines that we follow in our relationship with our stakeholders. Our premise is to ensure alignment between the company's strategic objectives and society's demands for environmental preservation, respect for human rights and ethics in interactions between companies and governments.

Therefore, we have sought to connect our activities and operations to the goals proposed by the 17 Sustainable Development Goals (SDGs), a United Nations (UN) platform that aims to engage governments, businesses, NGOs and citizens in favor of sustainable development. We understand that this agenda, discussed in an internationally qualified forum, represents society's greatest desires and, therefore, is the best compass to guide our business in creating a positive legacy.

We are also part of the Brazilian Network of the Global Compact, a UN initiative that disseminates 10 Principles to be followed by companies that aspire to act with responsibility and sustainability. Thus, we place these aspects as one of the criteria to be evaluated when making decisions for our business.

This vision marks our participation in other forums for discussion and promotion of sustainability. Every year,

we participate in the selection process for the Corporate Sustainability Index (CSI) of B3 S.A. and, in 2019, we were selected for the ninth consecutive year to compose the portfolio.

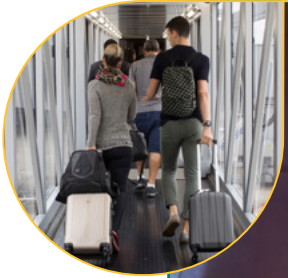
We are also part of the global actions of the Carbon Disclosure Project (CDP), which aims to engage companies around the world in a model of impact assessment and accountability for action to mitigate climate change. In the last year, we received an A rating from the CDP Climate Change program, after making our responses to the international entity's questionnaire available. We are also participants in the Global Reporting Initiative's (GRI) Community program, a collaborative, multi-stakeholder network that seeks to constantly update and share knowledge and trends in sustainability and reporting.

Our sustainability culture permeates all businesses and is driven by a management structure dedicated to assessing risks, improvement opportunities and measuring the environmental, social and economic impacts of our operations. This area, integrated with the Center of Shared Services and Competences through CCR Atua, relates directly with the units and facilitates the exchange of knowledge and good practices through interaction with employees who act as Sustainability Outposts.

The Board of Directors continuously monitors and assesses the evolution of management towards sustainability, supported by the Risk and Reputation Committee. The members of this committee have, among their competencies, the ability to identify trends and support the formulation of an action strategy that positions our company as an inducer of sustainable development throughout the value chain.



Impulse



CCR Group's activities create and share value with all stakeholders that connect to the infrastructure concessions model

The efficient management of the concessions we manage generates value for all the audiences with which we relate. Our activities provide a positive impact that goes beyond the financial return to the capital invested by shareholders and capital market agents. In addition to relieving public accounts by assuming the management of concessions that were previously funded by the government, we also contribute to wealth generation through the payment of taxes applicable to our operations.

To provide transparency and communicate this value, we were one of the first companies in Brazil to follow the Integrated Reporting guidelines proposed by the International Integrated Reporting Council (IIRC). The main objective of this framework is to explain to stakeholders how the company generates value over time, in different types of capital and in different periods.

Improvement works and maintenance on the roads, associated with traffic education campaigns, lead to a reduction in the number of accidents in the long term. Since 2010, the base year of the National Plan to Reduce Accidents, we have reduced the rate of fatalities by 43%.

The studies and initiatives we have developed to generate and consume renewable energy in the concessions, together with plans for mitigation and adaptation to climate change, will help to provide more sustainable travel on roads and in large cities, improving the quality of life for the entire population.

These and other benefits associated with our business model enable us to continue our operations over the long term and recognize that our company contributes to the country's economic growth with respect to people and the environment. Thus, we have earned and renewed our social license to expand our portfolio, innovate and make route corrections when necessary.





Manufactured capital

The assets managed by our company are mobility infrastructure concessions in different types of modals: highways, airports and urban mobility assets (subway, barges and light rail). In Brazil and abroad, these business units are responsible for the maintenance and operation of high value-added equipment and a transportation network through which thousands of people travel every day.

The assets are organized in four different business divisions. This model allows for a more asset-focused management and targeting the search for new opportunities according to the investment profile. Until 2019, the Airports division was the only one with operations in other countries.

In 2019, we invested a total of R\$ 1.7 billion in our units. The dealers that invested the most were CCR ViaSul, CCR NovaDutra and Aeris, representing 28.2%, 18.7%, 10.7% and 9.1% of the total, respectively. The investments of CCR RodoNorte focused on duplications and restoration works in multiple stretches. At CCR ViaSul, there were disbursements with pavement recovery, equipment acquisition and signage, mostly. Aeris' investments focused on the construction of a new terminal and a parking area for equipment used in ground services.

Our structure also has three specialized service companies: CCR Actua, CCR Engelog and CCR EngelogTec. Located in the municipality of Jundiá, these units comprise the Shared Services and Competence Center (SSCC) and support our concessions with administrative management, engineering and information technology solutions. The SSCC is a significant competitive differential of our business model,

15.1 square kilometers
managed at BH
Airport in
Minas Gerais



2 million passengers
used our urban mobility assets
every day

22.8 million
airport boarding
passengers

480 winches, ambulances
and support vehicles for
drivers

2,553 emergency
roadside
telephones

3,700 kilometers
of highways
managed in
5 Brazilian states

46 monitored
subway
stations

24 boats
operating in
Rio de Janeiro

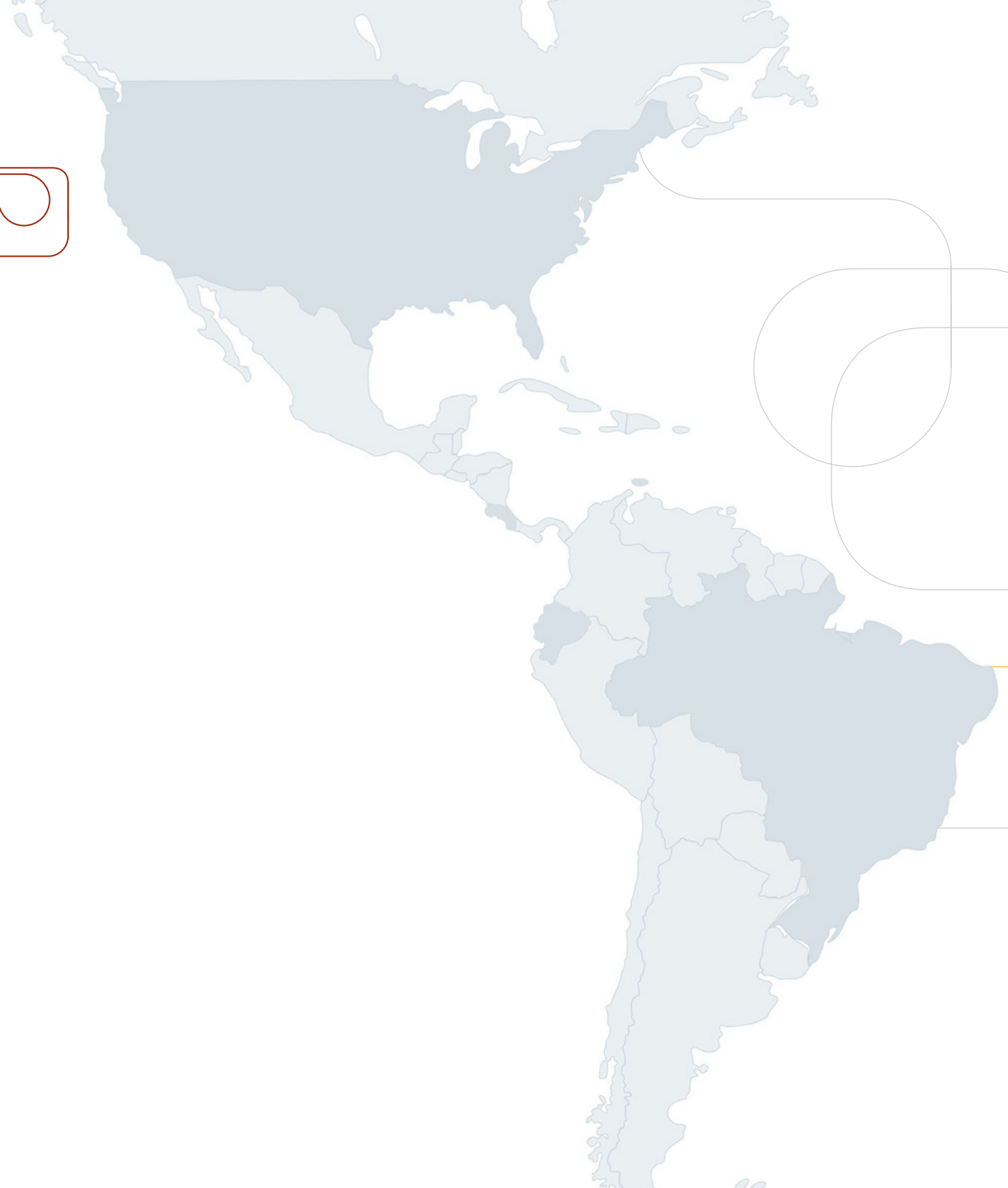
7,980
monitoring
cameras on
our assets

because it allows us to add new business with agility, promoting efficiency and maintaining quality in the provision of services.

Our company's head office is in the city of São Paulo and concentrates the professionals of corporate areas that support the operations, as well as the Executive Board.

Performance map

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



Safety of operations

Respect for human rights is a premise that we follow when conducting business. Article 3 of the Universal Declaration of Human Rights, to which Brazil is a signatory, states that “every human being has the right to life, liberty and security of person”.

Our company, committed to the principles of the United Nations (UN) Global Compact, understands that reducing the risks of accidents with employees, customers and third parties who provide services in the concession units is essential to generate value to shareholders and other stakeholders in a sustainable manner and connected to the corporate purpose.

At airports, urban mobility systems and roads there are several risks that can compromise the safety of employees and third parties. Diverse activities of maintenance, cleaning and operation of assets can result in serious and even fatal accidents. For this reason, there are safety procedures that must be followed both by the professionals themselves and by third parties who provide services in the units.

Among the measures adopted are the use of safety equipment to carry out maintenance activities, the guidance for the installation of flags and containment barriers to avoid collisions with vehicles, machines and equipment, the requirement for training for the execution of activities such as interaction with the electrical grid, among other aspects. The operational leaders are responsible, in the units, for following and monitoring the compliance with these guidelines.

Through digital systems, we monitor the evolution of accident rates and the severity of occurrences in our business. In the units, the programs designed to increase employee safety follow the Occupational Health and Safety Normative Instruction, a document that establishes guidelines for stopping risks and protecting people.

At the BH Airport, monitoring of impacts on local fauna is also relevant to ensure the operational safety of aircraft on landings and take-offs

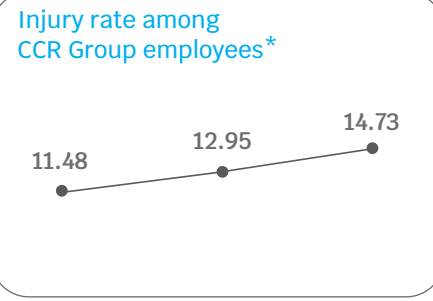


The Corporate Health and Safety and Quality of Life areas are responsible for monitoring this information, seeking to identify opportunities for improvement in the development of action plans that allow the continuous improvement of the company's performance. CCR Actua consolidates the corporate monitoring of health and safety indicators, which are monitored daily by the units.

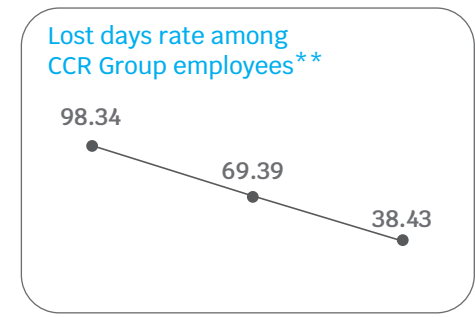
In 2019, the frequency of injuries was 13.7% higher among employees. However, the severity rate of these occurrences was 44.6% lower, mainly because the number of fatal accidents rose from nine in 2018 to one in 2019. The fatal occurrence involved a professional from a road unit in the Southeast region.

Customer safety is also a priority for the company and the issue is mainly driven by investments in improvement works that increase asset quality and reduce the risk of accidents. On the highways, for example, the installation of protective barriers and the maintenance of signage - obligations provided for in the contracts - are aimed at reducing the number of collisions. In subway systems, the installation of automatic doors in stations prevents customers from having access to the railway line, reducing falls and injuries. In airports, one of the greatest risks is the collision between birds and aircraft, which can cause equipment failures - that is why the concessionaires adopt systems that scare away this type of fauna and make landing and take-off operations safer.

In addition to these initiatives, we understand that increasing safety and reducing risks is related to raising people's awareness. For this reason, we invest in training and capacity building for employees and educational campaigns for drivers, pedestrians and other types of concession users. This communication is continuous and carried out by the units under the guidance of corporate guidelines, according to the opportunities for improvement identified in each modal managed.



*Injury rate: number of Work Accident Communications (WACs) recorded in the period / total hours worked * 1,000,000. Considers all levels of injuries (except occupational diseases) and types of accidents (route or typical), including communications resulting from deaths.



**Lost days rate: number of days of attestations associated to the WACs registered in the period / total hours worked * 100,000. Considers all levels of injuries (except occupational diseases) and types of accidents (route or typical).

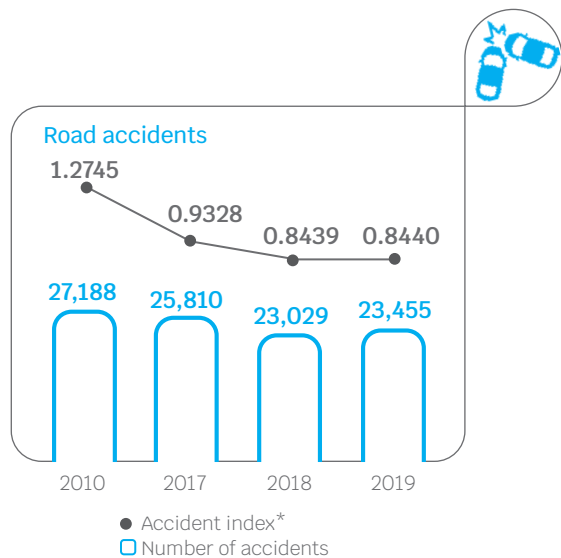
Reduction of road accidents

The investments in roads that we have managed have led to a significant reduction in the number of accidents with fatal victims in the last decade. Since 2010, we have monitored the rates through the Accident Reduction Plan (ARP), developed in line with the guidelines of the “Decade of Road Safety” movement, proposed by the UN with the objective of reducing by 50% the number of deaths from road accidents by 2020.

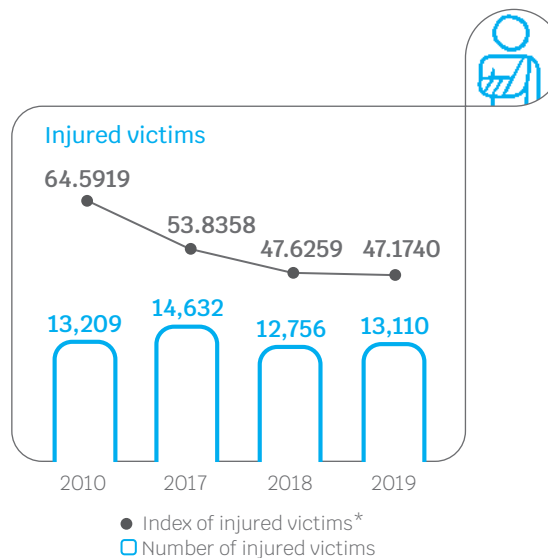
In 2019, the accident rate remained stable in relation to the previous year, while that of injured victims showed a slight reduction of 0.9%. The fatality rate, however, increased 11.8% in the annual comparison. In the consolidated view, the advance compared to the base year of 2010 is evident: a decrease of 33.8% in the accident index, 27.0% in the number of injured victims and 43.0% in the number of fatal victims.

Other initiatives we have undertaken include the installation of metal fences between the lanes, the construction of walkways, the installation of monitoring cameras, warning systems and information panels. In addition to these actions, the duplication of the roads themselves - one of the main benefits of the concession projects - increases the safety of drivers and contributes to reducing the number of accidents.

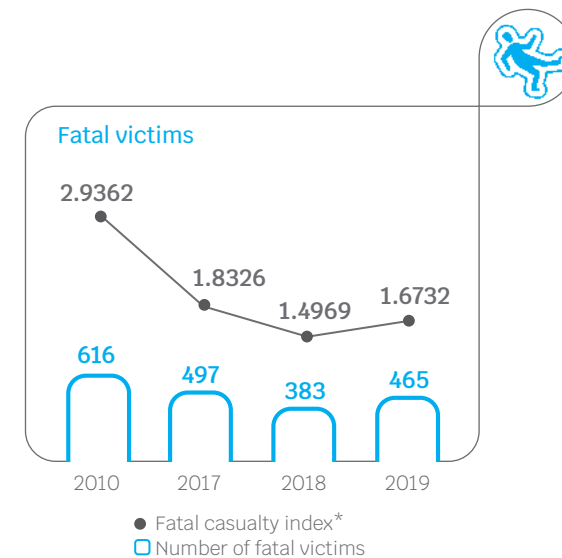
Education campaigns for safer transit are also important for the evolution of these indicators. The units invest in communication actions and the CCR Institute, through investment in social projects, disseminates the importance of road safety among society.



*Accident index = (number of accidents of any kind * 1,000,000) / (length of the stretch in kilometers * average daily volume of vehicles in the homogeneous segment * number of days in the period).



*Index of injured victims = (number of injured victims * 100,000,000) / (length of the stretch in kilometers * average daily volume of vehicles in homogeneous segment * number of days in the period).



*Fatal victim index = (number of deaths on site * 100,000,000) / (length of the stretch in kilometers * average daily volume of vehicles in the homogeneous segment * number of days in the period).



Human capital

To offer innovative solutions to customers and increase satisfaction with the services provided, our company relies on the technical knowledge and experience of employees working in various administrative and operational areas.

Therefore, we consider as a positive value for the company our ability to retain talent and promote employees to new challenges according to the growth and diversification of the portfolio. In 2019, about 800 of our professionals had new opportunities in the company, assuming leadership positions or in transition to different areas in which they worked, reinforcing the CCR Group's commitment to develop and prioritize the use of employees in internal opportunities.

One of our greatest challenges in human capital management is the continual mapping of employees who demonstrate interest and competence to fill positions as leaders in new businesses. This will be one of our priorities for the year 2020.

12,200
employees

166,300 hours
of training and
capacity building

13.7%
increase
in accident
frequency
rate

50,700 trainings
carried out through
our “Nosso Mundo do
Saber” platform

R\$ 1.05 billion
paid in wages and
benefits

22.6%
of leadership
positions held
by women

44.6%
reduction
in the accident
severity rate

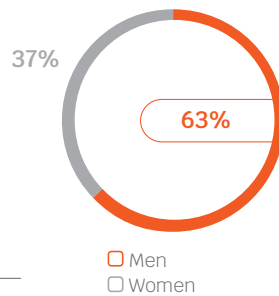
To conduct this process, we have structured a new model for evaluating employee skills. The format adopted from 2020 onwards favors transparency and objectivity, collective decision-making and seeks to minimize subjectivity for processes involving promotions, variable remuneration offers and other aspects.

The corporate areas and units now have the support of specialists in human resources issues (compensation, training, etc.). With this new structure and way of acting, the People Management area acts closer to the leaders to identify the needs of each team, indicate the best solutions and support the resolution of challenges with more agility and in accordance with our internal policies and processes.

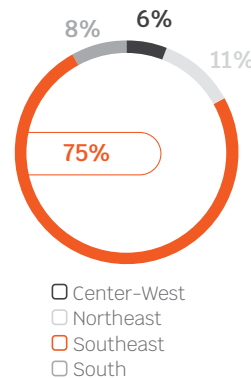
Another initiative we will conduct in 2020 is a climate survey among employees. This practice will allow us to identify the positive points of the relationship that the company establishes with the professionals and the opportunities for improvement on other fronts.



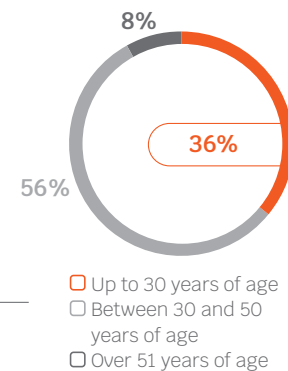
Distribution of employees by gender



Distribution of employees by region



Distribution of employees by age group



People development

We promote several actions for the continuous qualification of employees. The training programs include mandatory, technical, functional and strategic training. In 2019, the online portfolio, which covers 45 courses (19 of them in behavioral skills), reached the mark of 13 thousand hits. Among the other training courses, the following initiatives stood out:

- Workshop Feedback and PDI, aimed at analysts, coordinators and above, aims at developing leadership in line with the company's strategic objectives;
- Development of a customized graduate course in Project Management in partnership with the Vanzolini Foundation, with a 100% subsidy for 18 employees;
- Involvement of 300 leaders in face-to-face and online actions in the service-oriented continuing education program called Aprimorando.

In 2019, the average number of hours of training per employee was 13.61, an increase of 2.5% over the previous year. The leadership categories (coordinators and above) were particularly noteworthy, mainly for conducting the Feedback and IDP Workshops.

Last year we also conducted the second class of the Nova Jornada Program, which helps employees understand retirement as another phase of life, perceiving it in a positive way. The program supports participants in reflecting on possibilities and gradually planning this new moment. The second class comprised employees from the age of 58.



10.4 thousand employees were trained by the Nosso Mundo do Saber program, in face-to-face and online actions

Performance evaluation

To evaluate deliveries and promote the development of our employees, we apply methodologies that meet the demands and specificities of the different administrative and operational functions. In this context, we divide our team into three groups: Service Delivery Group (SDG), Analysis and Management Group (AMG) and Assistants.

For SDG, the process takes place every two years and the objective is to measure individual performance, serving as a reference for qualification planning, calculation of profit-sharing and merit-based salary changes. For AMG and Assistants, the focus is to evaluate performance in relation to culture and organizational values, subsidizing training plans and succession planning. In addition to these two models, the company also performs a competency assessment per trial period, applicable to all new employees during the year.

In 2018, we established that AMG professionals and Assistants will receive annual performance evaluations. The cycle was held at the end of that year and, therefore, we acted in 2019 in the improvement actions of these professionals. As of 2020, the evaluation and development cycle will take place in the same year. This periodicity is foreseen in the corporate scope, but each unit may request, depending on the local context and strategy, evaluations of its employees.

Thus, in 2019, only new employees went through the cycle of performance evaluation by experience. The processes for SDG, AMG and Assistants were not applied in the period on a corporate basis. Exceptionally, by demand of CCR Barcas, the professionals of this unit were evaluated last year.

Percentage of employees who received performance evaluation	2019	2018	2017
By gender			
Men	38.19%	81.21%	33.58%
Women	34.22%	84.67%	32.46%
By functional level			
Board of Directors	0.00%	88.68%	7.81%
Managers	0.00%	84.54%	10.08%
Coordinators	0.00%	88.59%	10.34%
Supervisors	16.41%	89.93%	29.86%
Administrative	8.10%	86.53%	15.54%
Operational	42.08%	85.90%	38.58%
GENERAL	36.71%	82.49%	33.14%

**Learners and interns have not received performance evaluations in the past three years.*

The employee performance evaluation model has two approaches for different groups of professionals, in addition to specific evaluations for the employees hired during the year



Intellectual capital

Innovation aimed at overcoming the challenges of concessions, modernizing customer service and making our processes more efficient is a lever that drives our business model. Our professionals are stimulated to challenge themselves and seek new ways of performing tasks, finding solutions that lead both to adding value to current businesses and to conquer new markets.

The Shared Services and Competence Center companies play a central role in driving and spreading the culture of innovation throughout the company. Thus, we have been able to incorporate new solutions that benefit clients from concessions and, at the same time, improve and unbureaucratize several internal procedures, giving more agility and efficiency to processes.

In 2019, we completed the first year of the Lean Journey at CCR Actua, an initiative aimed at identifying and improving the various process flows that we carry out in the company that provides administrative services to concessions. The employees actively participated in projects of continuous improvement, automation of tasks and changes of routines that reduce refining and give more reliability to information in several areas - legal, financial, supplies, fleet management, among others.

CCR EngellogTec, dedicated to supporting information technology and data processing services, has also innovated in the search for solutions that increase the competitiveness of our business. The vision of the unit is to allow the incorporation of technologies that promote cost reduction, enable investments and generate new revenues, but, as a priority, promote a better service for our customers.

This strategy has driven the development of a marketplace platform for Aeris, the concessionaire that manages the airport in Costa Rica. The tool

134 professionals
involved in the first
year of the Lean
Journey

The Quicko
application has
already been
installed on **95,500**
mobile devices

allows customers to have more convenience in purchasing and receiving products in the departure lounges, making better use of time while waiting for a flight.

At CCR Engellog, our unit specialized in developing civil engineering solutions, the culture of innovation and efficiency drives the development of new construction methods and projects that bring more comfort and safety to users, less environmental impact and gains in competitiveness. This work model is carried out in partnership with suppliers, driven by the know-how and experience of our employees.

In this sense, our company studies and invests in actions to improve the flow of vehicles on the highways - which generates a reduction in pollutant emissions - and give more fluidity to passenger movements at the boarding stations - which brings comfort and well-being. Research into the use of new asphalt materials and reuse of waste are other examples of improvements that our engineering expertise has provided to all concessions.

At airports, energy efficiency projects were implemented to reduce the consumption of electricity and fossil fuels, which enabled the reduction of greenhouse gas emissions. In addition, the use of electrical energy was optimized for underground lighting and the aircraft yard, with the readjustment of the service road, which reduced the displacement of vehicles operating in the yard. We also replaced the lighting system at the Passenger Terminal with LED lamps.



Natural capital

The development of mobility infrastructures improves the quality of life in large urban centers, allowing customers to choose the most efficient, fast and environmentally friendly means of transport. The replacement of vehicles with subway systems, for example, makes it possible to reduce emissions from CO₂ in cities, with positive effects on air quality and traffic reduction. Airports and highways also bring environmental gains to locomotion over long distances with more speed, safety and comfort.

To expand the positive environmental impact of these concessions, we work to make operations more efficient in the use of natural resources – such as energy and water. The company adopts mechanisms for business activities to emit less greenhouse gases (GHG) and to reuse the waste generated in the improvement works of the assets.

The Shared Services and Competence Center is a key structure for the materialization of this strategic vision on operational eco-efficiency. CCR Engelog and CCR EngelogTec put their team of engineering and technology experts at the service of the search for innovations and new methodologies that can reduce the environmental footprint of the different types of managed concessions. Thus, it is possible to structure and make viable solutions through the installation of solar panels for energy generation, water reuse processes for train washing, reutilization of civil construction waste, among other initiatives.

8.5% increase
in energy
consumption

447.7 MWh
of electric
energy
savings

**2.4%
growth**
in water
consumption

**25.7%
reduction**
in waste
generation

CCR Actua, which provides administrative services for the units, continuously monitors the indicators and actions developed by each unit with a focus on operational eco-efficiency. With this centralized vision, CCR is able to identify both opportunities for improvement and good practices adopted by a unit that can be adapted and shared with other concessions or in new businesses.

In addition to the initiatives, investments are made in communication campaigns, training and the training of leaders so that the search for operational eco-efficiency permeates the work of employees on a daily basis. Individual awareness helps businesses to have an increasingly smaller environmental footprint.

The governance structure, revised in 2019, allows the issue to be dealt with collectively by the leadership. Within the Executive Board, the Eco-efficiency of operations and opportunities for improvement are analyzed by the Business Departments, which manage the concessions in their different modals, together with the Communication and Sustainability Department, responsible for the integrated management of the economic, social and environmental impacts of the company's business model.

For the Board of Directors, the most relevant aspects are addressed through periodic reports and the evaluation of the Risk and Reputation Committee. In this sphere of governance, global trends - such as the fight against climate change - and compliance with the guidelines established by internal policies, in particular the Environmental Policy and the Policy on Climate Change, are observed.

Approach on the precautionary principle

In our units and operations, we observe the precautionary principle to assess environmental, health and safety risks to people in all phases of a concession's life cycle - planning, implementation, operation and demobilization. In these stages, no activity is initiated if any risk factor with serious or irreversible impacts is identified.

This process is strengthened by the actions of the Corporate Risk Management area and the Risk and Reputation Committee, which advises the Board of Directors, guided by the Risk Management Policy in force since 2019. Through multidisciplinary discussions involving the company's managers, the main corporate risks - including environmental and health and safety risks - have been mapped and are monitored together with the management areas of the action plans prepared to promote the mitigation or minimization of these aspects (learn more on page 34).



Energy and emissions

Energy is one of the main inputs we use in our highways, urban mobility assets and airports. To reduce the impact on the use of this resource, ViaRio and CCR RodoAnel were equipped with photovoltaic plates that generate part of the energy used in toll plazas. The same solution was considered in the ViaSul CCR operation project, which manages the Southern Integration Highway (RIS), a concession that we started to administer in 2019.

In addition to reducing costs, the option for self-generation of solar energy contributes to reducing greenhouse gas (GHG) emissions. In order to monitor our impact in this regard, we have adopted the methodology of the Brazilian GHG Protocol Program and, annually, we publish our emissions inventory on the **public registration** platform maintained by the entity, with data verified by an external company.

In 2019, four projects implemented on the highways generated combined savings of 447.7 MWh (avoiding the emission of 33.13 tCO₂e), equivalent to 1.6 thousand GJ and enough to supply about 2.7 thousand homes in Brazil for one year. From 2020, the CCR AutoBAn, CCR NovaDutra, CCR RodoAnel, CCR ViaOeste, ViaRio, CCR ViaLagos and CCR Barcas units will migrate from the captive energy market to the free market, allowing the purchase of energy with a guarantee of renewable origin. In CCR ViaSul, we will implement microgeneration photovoltaic plants in an area of 30 thousand square meters, allowing the supply with solar energy of equipment along the highway.

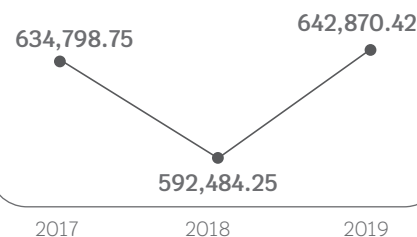
Last year, energy consumption from fuel combustion grew 8.5%, totaling 642,900 GJ. This variation occurred mainly because of the adoption of hybrid landing (with more intense circulation of diesel buses) and the supply of electric power to the aircraft on the ground, which demands diesel generators, by BH Airport.

In mobility assets, the full operation of ViaMobilidade and ViaQuatro led to an increase in fuel and electric power consumption

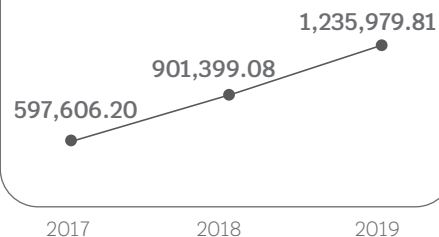
In urban mobility assets, the consumption of energy generated from fuels grew 14.2%, due to the full operation of ViaMobilidade and ViaQuatro, in São Paulo, the increase in maintenance with the operational fleet (road-rail truck, terberg and cars) at CCR Metro Bahia and the entry of a new vessel in the fleet of CCR Barcas. Fuel consumption on the highways did not show significant changes in 2019.

The full operation of the subways managed in São Paulo also had an impact on electricity consumption, which increased 37.1% over the previous year and reached 1.2 million GJ in the consolidated view. ViaMobilidade, which operates the line 5-Lilac of the subway in São Paulo, operated for the first full year. ViaQuatro, in turn, expanded the extension covered throughout the period with the inauguration, in 2018, of the São Paulo - Morumbi station. Considering only the urban mobility modal, the increase was 53.5% in the annual comparison.

Energy generated from the fuel consumption of the CCR Group (GJ)



Acquired electric power consumption (GJ)



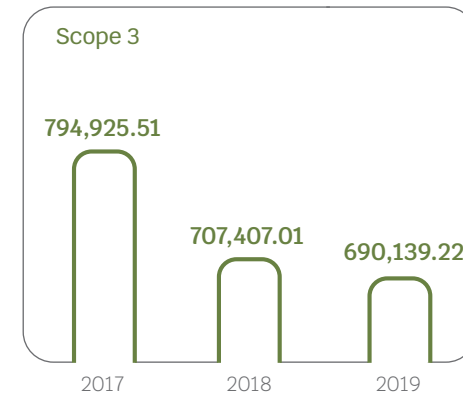
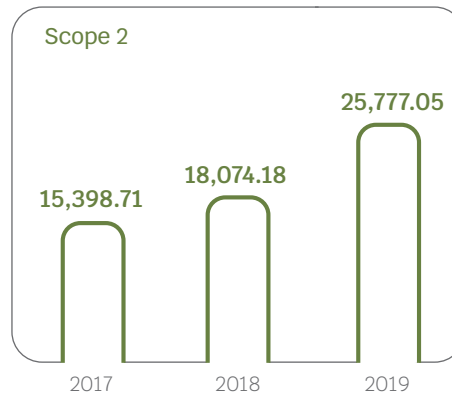
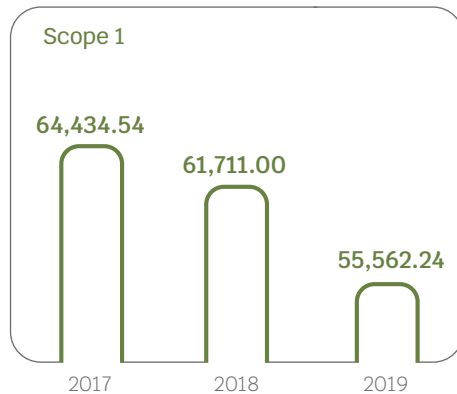
At BH Airport, consumption increased by 8.7% because of the more precise management of the energy reimbursement (since part of the energy in the airport bill is passed on to the commercial establishments located at the unit). On the roads, the reduction in electricity consumption was 16.6%, reflecting initiatives in several units to raise employee awareness and optimize the use of rooms and air conditioning equipment.

Direct GHG emissions (scope 1) in 2019, by contrast, were lower in the annual comparison. This result is a reflection of the decrease in the volume of road works, which reduced the need for vegetal suppression and, therefore, the impact related to land use change.

Indirect energy GHG emissions (scope 2) have increased as a result of the expansion of urban mobility asset operations. In scope 3, which highlights the carbon footprint of activities in the value chain, 90% of emissions occur at BH Airport, mainly due to fuel consumption in aircraft taking off and landing at the airport. The result obtained in 2019 was slightly lower than the previous year in the consolidated view.



CCR Group GHG Emissions (tCO₂e)*



*Includes CO₂, CH₄, N₂O, HFC, PFC, SF₆ and NF₃ gases, reported in CO₂ equivalent according to the Brazilian GHG Protocol Program guidelines. This information is preliminary. The final and audited version of the GHG emissions inventory of the CCR Group will be available at www.registropublicodeemissoes.com.br/participantes/1956.

Water and effluent

Our water consumption is mainly directed to the maintenance and washing activities of equipment, trains and vehicles and facilities and to the supply of building facilities. Most of the water resources are supplied by municipal supply systems, and the disposal of the used volume occurs in a correct way, in the sewage collection networks.

In the consolidated view, the water consumption of our units increased 2.4% in 2019. Demand for water increased mainly in road operations and at BH Airport. More than 70% of the water consumed is supplied by the local sanitation networks and only in the highways and ViaQuatro there is direct collection in relevant volumes. Our operations, therefore, do not generate significant impacts on water sources. Even so, in a continuous search for efficiency, the units promote awareness campaigns and adopt measures to avoid waste.

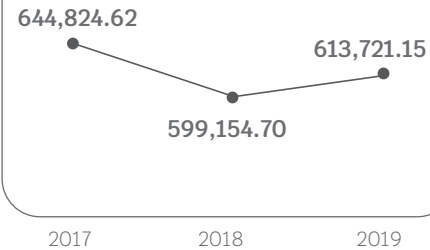
To improve our performance, we encourage our units to adopt rationalization and water efficiency measures. Three units have mechanisms for water reuse. At CCR Metro Bahia, an automatic washer treats and reuses the water used to clean the trains. Acquired in 2018, it was used throughout 2019, which increased the reused volume by 79.8%, reaching 10.1 thousand cubic meters. On the highways, CCR AutoBAN and CCR ViaOeste have reuse mechanisms, which allowed the reuse of 545.1 cubic meters in the year. In the consolidated view, the volume reused by these units totaled 10,665.64 cubic meters and was equivalent to 1.74% of all water consumed in the period.

Train washing equipment installed at CCR Metro Bahia raised the volume of reused water to 79.8%

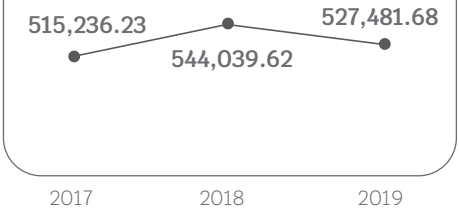


In 2019, water disposal totaled 527,500 cubic meters of effluent, a volume 3.1% lower than the previous year. This reduction was provided by various actions in the different modal concessions. On the highways, there was a 2% decrease, while urban mobility assets reduced disposal by 2.2%. The biggest drop (4.8%) occurred at BH Airport.

CCR Group water consumption (m³)



CCR Group effluent discharge (m³)



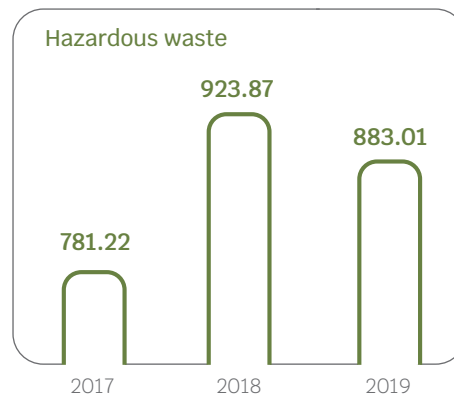
Waste

Another environmental impact of our activities that we evaluate is the generation and disposal of waste. In 2019, we disposed of 91,000 tons of non-hazardous waste, a 25.7% reduction in the annual comparison. This performance was driven by the lower number of road works, which led to an 83% reduction in the volume generated in this modal.

On the other hand, the full operation of Via Mobilidade throughout the year raised the generation in urban mobility by more than 10 times, increasing the representativeness of these operations over the total generated from 5% to 77%. In relation to hazardous waste, the total volume discarded during the year was 883 tons, compared to 924 tons in 2018 (a 4.4% reduction). All waste is transported by duly licensed suppliers, with documentary verification by the units.



CCR Group Waste Disposal (t)



The CCR Group's premise in waste management is to improve the reuse of materials in other production chains



Social and relationship capital

The interaction and dialogue with the communities of the municipalities served by our concessions are important factors in building a positive reputation for our company. The company's approval of our services and the way we conduct operations contributes to the dialogue with public authorities and a better understanding of the investments we make through the receipt of toll fees and public transportation.

To enhance the positive aspects of this relationship, we created the CCR Institute five years ago, a non-profit institution operating independently of our business units. Its main objective is, through the organization of incentive laws and application of the company's own resources, to promote the realization of social projects focusing on the areas of health, education and social inclusion, working sustainability transversally with innovation and environmental protection projects.

This operating model, carried out in accordance with statutory rules and policies approved by the Board of Directors and in compliance with legislation, allows centralized management of resources made available by the concessionaires for private social investment. The amount made possible each year meets the requirements of the Culture Incentive Law, the Sports Incentive Law and the Child, Adolescent and Elderly Support Funds.

152 municipalities
benefited by the
initiatives

R\$ 16 million
managed by the
CCR Institute

50 projects
executed

1.2 million
participants
in the
sponsored actions

12 awards
received

Among the projects carried out, "Caminhos para a Cidadania" and "Estrada para a Saúde" stand out. The first is aimed at training teachers and training students in the public school network, focusing on road safety and promoting citizenship. The second is aimed at truck drivers on the roads administered by the company, providing various services to improve their health and quality of life, reinforcing the importance of traffic safety, respect for legislation and combating the sexual exploitation of children and adolescents on the roads.

The CCR Institute also promotes the engagement of our employees in social actions, through voluntary initiatives and support to social support institutions. The campaigns carried out throughout the year are connected to themes such as cancer prevention and combat, donation of clothes in winter and toys for children in need at Christmas, among other examples.

In 2019, the CCR Institute began a restructuring in its governance and revision of the premises of donations and sponsorships, aiming at the continuous improvement of processes and traceability and transparency in the use of the company's social investment. Our plan is to structure an investment strategy that, supported by the valorization of culture and education, is even more connected to our purpose of satisfying our clients and improving the quality of the service we provide.

In 2019, the sponsored actions made it possible to carry out 50 projects that benefited the population of 152 municipalities. The initiatives impacted around 1.2 million people, of which 216.2 thousand through proprietary programs (“Caminhos para a Cidadania” and “Estrada para a Saúde”), 771.9 thousand through projects supported by the incentive law and 245.3 thousand through campaigns conducted by the CCR Institute. Among the highlights of the year were the launch of the Distance Learning Platform (EaD) of “Caminhos para a Cidadania” and the record number of participants in the 4th Edict of the CCR Institute for Cultural Projects: more than 700 initiatives participated, with 17 selected.



In 2019, the CCR Institute completed five years of operation

Social investment of the CCR Group (R\$ thousand)*	2019
Direct	2,764**
Incentive	13,855
TOTAL	16,619

*Data do not consider investments via ViaQuatro and ViaMobilidade incentive law.
**In assurance process.

To learn more

Click here to access the CCR Institute website and learn more about the projects developed.



Financial capital

The conquest of new business, the diversification of the portfolio and the growth of revenues in the concessions are determinant so that we can continue the investments that improve the mobility infrastructure directed to the clients. The generation of financial value and the ability to raise funds in the market underpin the company's performance model, enabling the continuity of operations in the long term.

The conquest and entry into operation of new concessions is a lever for the growth of operating revenues. In 2019, we expanded our operations in highways and urban mobility assets (learn more in disclosure item 102-10, on page 69).

The efficient management of investments and the control of operating costs led to an adjusted EBITDA of R\$ 5.8 billion last year, with a margin of 61%. Total revenues were R\$ 9.5 billion (excluding construction revenues), representing an increase of 16.7% over the previous year. This result demonstrates the resumption of the company's capacity to generate cash and maintain its financial strength in the face of a scenario of low economic growth in the country.

Net income in 2019 was R\$ 1.4 billion, an increase of 83.7% compared to the previous period. This evolution also evidences the success of the strategy of managing assets with more agility and competitiveness, a model provided by the formation of the business divisions supported by the Shared Services and Competences Center (SSCC).

16.7% increase
in consolidated net revenue*

83.7% growth
in net income

42.2% growth
in adjusted EBITDA**

R\$ 1.5 billion in dividends paid to our shareholders

In our business model, the economic and financial results are directly impacted by the country's economic activity. With the low GDP growth in recent years, Brazil has not yet managed to resume a pace of industrial activity growth or significantly reduce the share of the unemployed or informally employed population. This scenario impacts on the reduction of the flow of vehicles on roads and passengers at airports and urban mobility systems.

The national government has been looking for alternatives to restructure public accounts and boost economic activity. Partnership with the private sector is seen as one of the priorities for the resumption of investments in infrastructure, a driver for other productive sectors. For this reason, strengthening our management model was essential so that we could take advantage of the opportunities and broaden the positive impact we generated with the concessions we manage.

*Does not include construction revenue.
**Calculated excluding non-cash expenses: depreciation and amortization, maintenance provision and appropriation of prepaid expenses from the grant

To learn more

Click here to access the CCR Group's financial results disclosure and learn more about our performance in the year.

Strategy

Investment in infrastructure is essential for the resumption of Brazilian economic growth and increased competitiveness of all productive sectors in the country. With more integrated and efficient logistics, Brazil would generate value for states and municipalities in all regions, taking advantage of the potential of each location for the flow of industrial and agricultural production and for passenger transportation.

The Transport and Logistics Plan, prepared by the National Confederation of Transport (NCT), identified 2,663 priority projects to unlock mobility in national territory. According to the study, it is necessary to invest around R\$ 1.7 trillion in airport, road, railway, waterway, port and boarding terminal infrastructure.

Only the formation of partnerships between the private sector and the federal, state and municipal governments is able to fill this national gap. Through efficient cost management and the relationship with the capital market, companies are able to drive improvements in roads, airports and passenger transportation systems. The State, in turn, has the capacity to mobilize the federation entities around public policies that speed up the concession processes and direct investments to the most strategic and urgent projects for the country.

In this context, the greatest opportunities for our company to expand its business and the ability to generate financial and other value for all stakeholders are present. With a structured corporate governance system and compliance practices that ensure an ethical and transparent relationship, we are able to win new business and diversify our portfolio, adding innovation, technology and new services to the assets we manage.

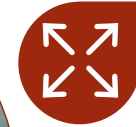


Our strategy is based on the mapping of opportunities and development of projects that add value to the company and bring more safety, comfort and well-being to customers. In 2019, for example, we signed the contract for the concession of Rodovia de Integração do Sul (Concessionária das Rodovias Integradas do Sul S.A.) and won the concession of Line 15-Silver of the train system in the state of São Paulo.

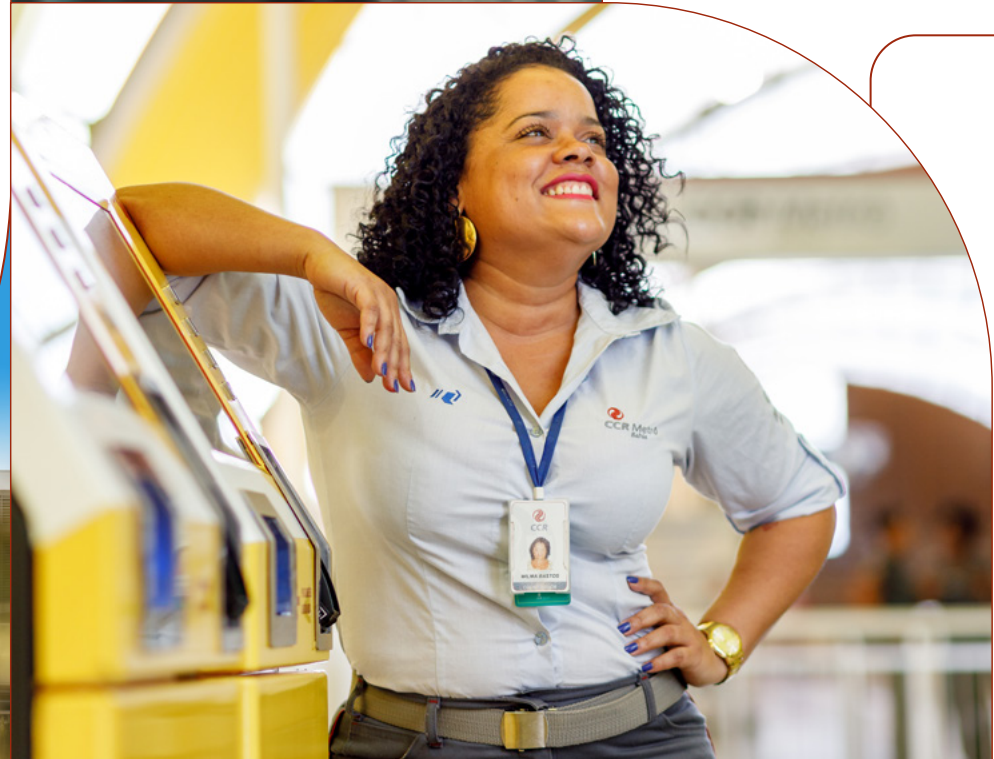
By 2020, the federal government and other states plan to hold new fairs for the concession of important road sections, which opens opportunities to strengthen our portfolio in this modal. Besides, we have started to prepare ourselves to be competitive in the search for the renewal of the current concessions, whose deadlines will end in 2021 - CCR NovaDutra and CCR RodoNorte.

Besides Brazil, we are aware of foreign markets. In the airport segment, our knowledge of the operation of these assets in other countries accredits us to seek opportunities in other countries in Latin America and the United States, where we operate with TAS, a provider of airport services. In Brazil, we are following the upcoming events and in evaluation for the construction of a new airport to serve the population and visitors to the city of São Paulo, expanding the synergy of this modal with the highways granted.

Our strategy also seeks to optimize current business, with innovation and new technologies. By offering new services and incorporating systems that increase our operational efficiency, we add new revenues to our assets and achieve reductions in operating costs, maximizing return on investment.



We are attentive to opportunities in Brazil and abroad and to innovation in our current business, always seeking to generate value to our audiences and the growth of the company



GRI Annex



GRI Annex

• 102-40 and 102-42

List of stakeholder groups and Identifying and selecting stakeholders

In 2016, the CCR Group held a workshop to identify and select stakeholders, based on an analysis of the impact of operations in the different segments of the company's operations on its various audiences. The process was conducted with the support of an external consulting firm, involving representatives from all areas and culminating in the validation of its results by senior management in 2017.

The mapped stakeholders were prioritized in a workshop with modal managers, based on the levels and approaches of engagement of each audience. The three criteria used in this prioritization were:

- Media used for each audience: non-existent, limited or diverse
- Quality of engagement with each audience: low, medium or high
- Nature of the relationship with each public: short, medium or long term

In 2019, the CCR Group began a process of updating its materiality matrix, to be completed in 2020, which will include a new review of the company's public prioritization.

CCR Group

Collaborators and senior management, suppliers, municipalities, users, regulatory agency, granting power, institutional partners and the community.

Airports

Service assignees, passenger transportation companies, airport community, employees, users, supervisory bodies, suppliers, service providers, shareholders and granting power.

Priority Stakeholders

Urban mobility

Employees, press, users, regulatory body and granting power, labor unions and employee representatives, municipal government (secretariats and city council), shareholders and investors, suppliers, financing bodies and state government.

Roads

Press, users, regulatory body and granting power, suppliers (including service providers - outsourced companies and works), municipal government, employees, shareholders, communities and road policing.

• **102-43**

Approach to stakeholder engagement

The engagement specifically aimed at updating the materiality matrix is conducted every year in order to continuously improve the sustainability reporting of the CCR Group. The approach to this engagement is defined each year according to the analysis of the context of that moment and the most relevant inputs for the improvement of the materiality matrix.

In 2016, this process involved two distinct approaches. On the one hand, the various audiences prioritized in the workshop with managers were invited to answer an online consultation questionnaire. On this front, 170 responses from employees, local communities, investors, suppliers, the press, public authorities, NGOs and users, among others, were consolidated. In parallel, individual interviews were conducted with 9 CCR Group executives and 12 external experts.

In 2017, there was no direct stakeholder engagement specifically focused on the materiality matrix, so its review and update was based on formal feedback from the International Integrated Reporting Council (IIRC) on the 2016 base year report and questions from investors and rating agencies received daily by the company.

In 2018, improvements in reporting were incorporated from feedback from IIRC and the GRI Stakeholder Engagement and Materiality Disclosure Review conducted on the 2017 base year report after its publication. This engagement with the GRI provided feedback from the stakeholders' perspective, helping to clarify the information presented in the disclosure items submitted for this assessment.

In 2019, a broader process of updating the materiality matrix began with individual interviews with company executives. Consultation with external audiences is scheduled for 2020.

In the ongoing mechanisms of engagement with audiences, engagement approaches are distinct and defined from the nature of the relationship with each stakeholder. For employees, the units provide channels via e-mail and, in some cases, an internal radio. Users, on the other hand, have at their disposal contacts in the Ombudsmanships, including by telephone 0800, and channels Contact us via institutional websites and official profiles in the social media, in addition to being heard periodically in satisfaction surveys. In 2019, CCR Group suppliers were engaged on issues related to sustainable development through a newsletter and a quiz. Investors participated in an annual meeting called CCR Day. In addition, the company promotes mechanisms for dialogue with entities and institutions involved in the work of the CCR Institute via the institutional e-mail box and possible meetings.

• **102-44**

Key topics and concerns raised

The main topics and concerns raised by stakeholders in the engagement conducted specifically to define the materiality matrix have been consolidated into the seven material themes of the CCR Group presented in disclosure item 102-47 (page 9).

In the continuous mechanisms of engagement, the most recurrent or significant issues of each public are evaluated by the various areas of the company to take measures that contribute to the quality of the relationship with stakeholders, institutional transparency and continuous improvement of operations. All manifestations 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 for internal disclosure and opportunities for improvement in management practices and participation in internal surveys on various topics. Among users, the most frequent requests refer to doubts or demands for support in the use of services and the evaluation of the service provided in the units of the various modals.

Suppliers and investors show greater interest in the strategic alignment and clarity of the assumptions and expectations of the CCR Group. For the first group, the critical issues are related to the requirements for supplying and valuing the partnership with the contracted companies. In the capital markets, the focus is more on operating and financial results, including medium and long-term prospects. In its interaction with third sector entities, the CCR Institute receives mainly demands about the rules of participation in the calls for proposals and partnership opportunities.

• 102-45

Entities included in the consolidated financial statements

The information related to the GRI disclosure items covers the operations in Brazil with operational control of the company: : CCR NovaDutra, CCR ViaLagos, CCR RodoNorte, CCR AutoBAn, CCR ViaOeste, CCR RodoAnel, CCR SPVias, CCR MSVia, CCR ViaSul, BH Airport, ViaQuatro, ViaMobilidade, CCR Barcas, CCR Metro Bahia, CCR S.A., CCR Actua, CPC (CCR Engelog and CCR EngelogTec), offices in Rio de Janeiro and Brasília and Samm. The disclosure items related to the staff (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 the third parties of CCR NovaDutra and the entities SPCP, ATP, FiveTrilhos and Toronto.

Only the financial disclosure items (102-7, 201-1 and 203-1) have the same scope as the consolidated financial statements of the CCR Group, including, in addition to the entities listed above, the 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 and TAS.

• 102-46 and 102-49

Defining report content and topic Boundaries and Changes in reporting

The process of defining the material themes of the CCR Group had as inputs the direct engagement of audiences in 2016, analyses of the sectors of activity and business strategy, identification of trends and challenges for sustainable development in the main global agendas, feedback from the International Integrated Reporting Council (IIRC) in 2017 and daily questions from investors and rating agencies.

The prioritization of topics considered the influence of various aspects on stakeholder decision-making and the impact of these same topics on corporate strategies. This analysis was based on direct engagement inputs and document analysis, and had as main criteria for prioritization the risks and opportunities associated with each topic, the significant impacts of the Group's activities, and the relationship of these aspects with the Sustainable Development Goals (SDOs). In this process, the CCR Group identified 21 material themes, which were presented to the Board for deliberation and approval. At the end, ten themes were prioritized and guided the content of the 2016 Annual and Sustainability Report.

In 2017, the topics went through a process of maturation and incorporation into management, based on the opportunities for improving reporting identified with the IIRC and capital market representatives. Based on this, the material themes were regrouped into five corporate themes and two related to modals (highways, urban mobility and airports), reflecting structure and management synergies. The theme Excellence and Innovation was incorporated into Service Quality, and Relationship with Granting and Regulatory Power was absorbed by Governance and Ethical Conduct. This updating process was approved by the then Executive Sustainability Committee, within the Board of Directors.

In 2019 there was no change in the scope and boundary of material themes. A new process of updating the materiality matrix is underway, with completion scheduled for 2020.

The principles for defining the content of the report defined by the GRI guided all the work steps described. Direct listening to the public for specific purposes of materiality or permanent engagement ensured the inclusion of stakeholders in the process. The alignment with the ODS and the perspective of the CCR Group's action scenario of the 2016 consultation cycle, in turn, respected the principle of sustainability context. Finally, the materiality and completeness guidelines were ensured in the prioritization

stage, considering risks and opportunities to the business model, and in the regrouping in 2017, consolidating the opportunity for synergies among the material issues.

• 102-48

Restatements of information

In each disclosure item, where applicable, the information restated and which diverges from the data reported in previous years was highlighted.

• 102-50, 102-51 and 102-52

Reporting period, Date of most recent report and Reporting cycle

The report covers the period from January 1 to December 31, 2019. This is the 14th edition of the Annual and Sustainability Report, published annually by the CCR Group. The most recent previous report was published in March 2019.

• 102-53

Contact point for questions regarding the report

Questions and comments on the report can be directed to sustentabilidade@grupoccr.com.br.

• 102-54 and 102-56

Claims of reporting in accordance with the GRI Standards and External assurance

This report has been prepared in accordance with the GRI Standards: Core option. The publication has been subject to external verification (for more information, see the Assurance Report on page 108).

• **102-1, 102-3 and 102-5**

Name of the organization, Location of headquarters and Ownership and legal form

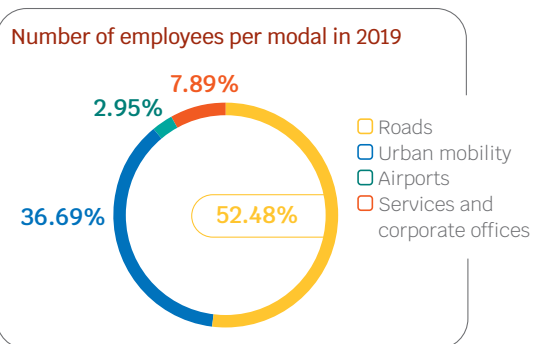
The CCR Group's holding company is CCR S.A., a publicly traded company that pioneered the New Market, the environment of B3 (Brazil, Stock Exchange, OTC) that brings together corporations with the best management practices. The Group's headquarters is located at Av. Chedid Jafet, 222 - Block B - 5th floor, ZIP CODE: 04551-065 - Vila Olímpia - São Paulo (SP). For information, access: <http://en.grupoccr.com.br/grupo-ccr/about-grupo-ccr>.

• **102-7**

Scale of the organization

CCR Group Size Indicators (R\$ million)	2019	2018	2017
Net revenue*	9,494	8,137	7,538
Gross debt	19,031	17,026	16,905
Shareholders' equity	8,440	8,433	8,492
TOTAL ASSETS	33,262	30,816	30,612

*Does not include construction revenue



• **102-10**

Significant changes to the organization and its supply chain

On January 11, 2019, CCR ViaSul signed Concession Contract No. 01/2019 with the Federal Government, through the National Land Transport Agency, for the operation of infrastructure and public service provision of recovery, operation, maintenance, monitoring, conservation, implementation of improvements, expansion of capacity and maintenance of the service level of the road system composed of stretches of BR-101/290/386/448/RS, in the State of Rio Grande do Sul.

On March 11, 2019, the ViaMobilidade Line 15 Consortium, led by the CCR Group (80% participation), had its proposal declared as the best ranked for the execution, under an onerous concession, of the public service of passenger transportation of the São Paulo subway Line 15-Silver, with monorail technology. On November 28, 2019, the CCR Group learned from news published in the press that the Court of the 11th Circuit of the Public Treasury of the Court of Justice of São Paulo judged the request formulated in a popular lawsuit, filed in face of the Public Treasury of the State of São Paulo and the Company of the São Paulo Subway and others, to declare null and void the bidding for the concession of Line 15 - Silver. The CCR Group is not part of such lawsuit, and this decision may be appealed.

On May 31, 2019, the celebration of the Ninth Amendment to the Shareholders' Agreement of CCR S.A. was disclosed to the market in order to update the percentage of shares linked to the referred Shareholders' Agreement (44.5767% of the shares issued by CCR) and adjust the parts of this Agreement, considering the merger of shares of AGC Participações Ltda. by Andrade Gutierrez Concessões S.A. and of this by its parent company Andrade Gutierrez Participações S.A., without changing the control block of CCR.

On July 23, 2019, the CCR Group announced the increase of its shareholding in the VLT Carioca S.A. concessionaire. Currently, the company controls the consortium, with 66.95%.

• **102-13**
Participation in associations

Through its participation in public discussions and class associations, the CCR Group contributes to the articulation of efforts in favor of the agendas of its sectors and sustainable development.

Scope of involvement

Corporate

Main entities with which CCR Group companies are involved

Associação Brasileira da Infraestrutura e Indústrias de Base (Abdib)
Associação Brasileira de Captadores de Recursos (ABCR)
Associação Brasileira de Comunicação Empresarial (Aberje)
Benchmarking do Investimento Social Corporativo (BISC)
Conselhos regionais de administração, engenharia, agronomia, medicina, enfermagem e farmácia, de acordo com a qualificação técnica dos colaboradores
GRI American European LLC*
GRI Latam Club*
Grupo de Institutos, Fundações e Empresas (GIFE)
International Integrated Reporting Council (IIRC)
Pacto Global (ONU)

Roads

Associação Brasileira das Empresas de Serviços de Telecomunicações Competitivas (Telcomp) – por meio da Samm
Associação Brasileira de Concessionárias de Rodovias (ABCR)
Associação Brasileira de Ouvidores (ABO)
Associação Comercial do Rio de Janeiro (ACRJ) – por meio da CCR ViaLagos
Associação Mata Ciliar – por meio da CCR AutoBAN
Conselho Consultivo do Parque Estadual da Pedra Branca (PEPB) – por meio da ViaRio
Federação das Indústrias do RJ (Firjan) – por meio da CCR NovaDutra

Urban mobility

Associação Latino-Americana de Metrô e Subterrâneos (Alamys) – por meio da ViaQuatro
Associação Nacional dos Transportadores de Passageiros sobre Trilhos (ANPTrilhos)

Airports

Associação Comercial e Empresarial de Minas (ACMINAS)
Airport Council International (ACI)
Associação Nacional das Empresas Administradoras de Aeroportos (ANEAA)
AV Norte – Associação dos Desenvolvedores do Vetor Norte
Belo Horizonte Convention & Visitors Bureau
Câmara Ítalo-Brasileira de Comércio, Indústria e Agricultura de Minas Gerais
Federação das Indústrias de Minas Gerais (FIEMG)

* This means an association to the GRI Club – an association that promotes meetings, conferences and discussions about infrastructure and Real State in the world. It does not refer to Global Reporting Initiative (GRI).

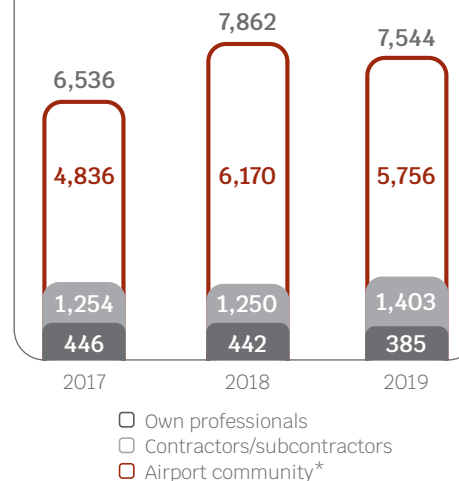
• **AO G4-4 and AO G4-7**
Operational limits of services offered, controlled or influenced by the organization and Ownership and legal form

In Brazil, BH Airport has been managing the Belo Horizonte International Airport, in the municipality of Confins (MG), since 2015. Established as a public-private partnership, BH Airport is responsible for ensuring the operation of the airport, carrying out the maintenance and expansion of the terminals and coordinating the infrastructure necessary for the operation of other companies on site. The services provided by these companies, such as airlines and commercial enterprises within the airport, are not under its management.

• **AO G4-8 and AO G4-9**
Catchment area for passengers and cargo and Size and scope of airport operations

The BH Airport site occupies an area of 15.12 square kilometers and has a runway for landings and take-offs, 3 thousand meters long and 45 meters wide. The airport structure includes the passenger terminal, with 54 thousand square meters, the cargo terminal, with 18.4 thousand square meters and annual capacity of 40 thousand tons of cargo, vehicle parking area, with 34.2 thousand square meters, and aircraft yard, with 86 thousand square meters. In 2019, six airlines operated at BH Airport, totaling 102,265 landings and take-offs for 47 scheduled and 7 seasonal destinations.

Number of professionals working at Confins International Airport (MG)



*Companies, institutions and municipalities that operate within the airport but are not contracted to BH Airport as airlines and merchants.

Flight destinations from Confins International Airport (MG)*

	2019	2018	2017
Brazil	49,500	48,850	48,194
Argentina	431	705	538
Central America	331	347	357
North America	164	386	345
Europe	320	325	282
Other	341	na	na
TOTAL	51,087	50,613	49,716

*In 2019, Latam, Gol, Azul, Avianca, TAP Portugal and Copa Airlines operated at BH Airport. Besides these, American Airlines operated in 2018 and 2017.

Business strategy and economic performance

LINKS TO THIS TOPIC



INTEGRATED REPORT

Financial Capital

Focused on business competitiveness, the CCR Group acts with the objective of maximizing the generation of financial value to its investors. The solidity of the business and the constant investments in the operations, supported by systematic risk management, ensure the capacity to bring results in the short, medium and long term.

SDG



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

GLOBAL COMPACT



Support for freedom of association



Eradication of forced labor



Abolition of child labor



Elimination of discrimination



Addressing environmental challenges



Environmental responsibility



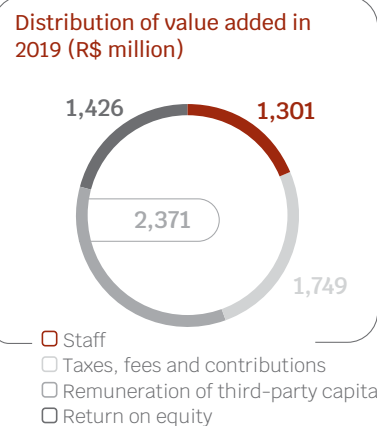
Dissemination of environmentally friendly technologies

• **201-1**

Direct economic value generated and distributed

The added value of the CCR Group totaled R\$ 6.8 billion in the last year, an amount 12% higher than in 2018, due to the increase in the added value received in transfer. Community investments, accounted for among the inputs acquired from third parties, include donations and tax incentives and totaled R\$ 16 million in 2019.

Distribution of value added (R\$ million)	2019	2018	2017
Staff	1,301	1,212	1,009
Taxes, fees and contributions	1,749	1,557	1,706
Remuneration of third-party capital	2,371	2,711	3,264
Return on equity	1,426	636	1,783
TOTAL VALUE ADDED	6,847	6,116	7,762



The value added by the CCR Group in 2019 was 12% higher than in the previous year

Governance and ethical conduct

LINKS TO THIS TOPIC

INTEGRATED REPORT



Social and Relationship Capital

The institutional reputation of the CCR Group is based, among other aspects, on the excellence of corporate governance and compliance management. The conduct of business in absolute 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 and the highest standards of compliance contribute to responsive, inclusive, participatory and representative decision-making.

GLOBAL COMPACT



Respect for human rights



Non-participation in human rights violations



Support for freedom of association



Eradication of forced labor



Abolition of child labor



Elimination of discrimination



Fight against corruption

• **102-38**
Annual total compensation ratio

Proportion of total annual basic salary	2019	2018	2017
A. Total annual base salary of the highest paid employee (R\$)	1,714,705.20	1,265,273.00	1,985,430.00
B. Average total annual base salary of other employees	35,535.16	36,742.14	38,123.88
Proportion - times (A/B)	48	34	52

• **205-1**
Operations assessed for risks related to corruption

With the consolidation of the Corporate Risk Management area, we have defined a consolidated matrix of corporate risks (learn more on page 34) and matrices for each of the Divisions (CCR Lam Vias, CCR Infra SP, CCR Mobilidade and CCR Aeroportos), as well as an approach to Central Management, which encompasses CCR Holding and the Shared Services and Competences Center (CCR Actua, CCR Engelog and CCR EngelogTec).

This work has made it possible to identify and evaluate the main corporate risks of the CCR Group, including those related to compliance issues, such as conflicts of interest, noncompliance with policies and standards,

non-compliance with national and international anti-corruption laws, fraud and acts of corruption. All were evaluated corporately involving the Risk Management and Compliance areas, in order to establish mitigation measures and respective implementation deadlines.

The vision is corporate and applicable to 100% of the company; however, to allow greater detail of risks and mitigation actions, 12 units were selected for the evaluations, which represent 57% of operations: Corporate Center, CCR AutoBAn, CCR Rodonorte, ViaQuatro, BH Airport, CCR NovaDutra, CCR Barcas, CCR ViaLagos, ViaRio, CCR Engelog, CCR Actua and CCR EngelogTec.

12 units were selected in 2019 to be evaluated regarding risk prevention and control mechanisms. This view is applicable to 100% of the CCR Group

• **205-2**

Communication and training about anti-corruption policies and procedures

In 2019, the training sessions were punctual in the areas of Compliance in Communications, Certification in Compliance and Donations and Sponsorships. The Code of Ethical Conduct is being revised in 2020, with the launch of the new version; training and broader communications will be promoted to the entire internal public.

Disclosure of anti-corruption guidelines for Board members*

	2019		2018		2017	
	Number	Percentage	Number	Percentage	Number	Percentage
Communicated counselors	0	0.00%	8	44.44%	11	78.57%
Trained counselors	0	0.00%	0	0.00%	0	0.00%

*All the members of the CCR Group governance are in the Southeast region.

Employees in the Southeast region communicated on anti-corruption guidelines in 2019*

	Number	Percentage
Board of Directors	30	90.91%
Managers	68	81.93%
Coordinators	137	88.39%
Supervisors	220	97.78%
Administrative	499	85.45%
Operational	7,515	96.84%
Trainees	275	95.82%
Interns	57	100.00%

TOTAL 8,801 95.83%

*The percentage is less than 100% because no disclosures were made at BH Airport, ViaRio and Quicko. In the other regions, all employees from all regions and functional levels were communicated.

Employees trained on anti-corruption guidelines in 2019*

	Northeast		Southeast		South	
	Number	Percentage	Number	Percentage	Number	Percentage
Board of Directors	0	0.00%	5	15.15%	0	0.00%
Managers	0	0.00%	22	26.51%	0	0.00%
Coordinators	1	6.25%	5	3.23%	1	5.56%
Supervisors	0	0.00%	0	0.00%	0	0.00%
Administrative	2	4.76%	39	6.68%	0	0.00%
Operational	1	0.09%	5	0.06%	1	0.12%
Trainees	0	0.00%	0	0.00%	0	0.00%
Interns	0	0.00%	0	0.00%	0	0.00%

TOTAL 4 0.30% 76 0.83% 2 0.20%

*In the Midwest no training on anti-corruption guidelines has been conducted.

• **307-1**

Non-compliance with environmental laws and regulations

In 2019, the CCR Group paid R\$ 8.6 thousand in fines for environmental non-compliance at its concessionaires. The total amount and in each unit is not considered significant in relation to the company's revenues in the period. The concessions involved were CCR ViaLagos, CCR SPVias, CCR NovaDutra, CCR AutoBAn and ViaQuatro. The control and monitoring of fines is performed by the SisJuri and FlexChain systems.

• **406-1**

Incidents of discrimination and corrective actions taken

In 2019, no cases of discrimination were registered by the Ethics Line.

• **412-3**

Significant investment agreements and contracts that include human rights clauses or have undergone human rights screening

Significant investment contracts are those entered into with related parties or with third parties whose value exceeds R\$ 20 million and whose approval depends on a resolution by the Board of Directors. All contracts of this type have specific clauses that ensure compliance with human rights aspects. In 2019, 21 significant contracts were signed, compared to 71 in 2018 and 52 in 2017.

• **415-1**

Political contributions

In accordance with Law no. 13,165/2015, the companies of the CCR Group did not make political donations in 2019.

• **419-1**

Non-compliance with laws and regulations in the social and economic areas

The fines paid in the year by the CCR Group due to penalties imposed by the granting power totaled R\$ 2.6 million.

Unit	Amount paid in 2019 (R\$)
CCR RodoAnel	933,839.59
CCR ViaOeste	863,229.96
CCR MSVia	460,422.61
CCR AutoBAn	306,199.60
BH Airport	17,301.25
TOTAL	2,580,993.01

The CCR Group's Code of Ethical Conduct is being revised, and an updated version will be released to all employees by 2020

Relationship with stakeholders *and development of the regions in which it operates*

LINKS TO THIS TOPIC

INTEGRATED REPORT



Social and Relationship Capital

The engagement with surrounding communities and the private social investment projects developed by the CCR Institute contribute to the reputation of the Group before its audiences and to the constructive relationship with the local populations. This social license is fundamental to the proper development of the business.

SDG



Initiatives of the CCR Institute, such as “Estrada para a Saúde”, expand access to health services, acting in the prevention of diseases.



Support for education initiatives, especially “Caminhos para a Cidadania”, broadens access to quality educational development.



The dialogue with communities and private social investment projects amplify efforts for sustainable development by raising awareness and raising the awareness of the CCR Group's network of stakeholders.

GLOBAL COMPACT



Respect for human rights



Non-participation in human rights violations



Support for freedom of association



Eradication of forced labor



Abolition of child labor



Elimination of discrimination



Addressing environmental challenges



Environmental responsibility



Dissemination of environmentally friendly technologies



Fight against corruption

• **413-1**
Operations with local community engagement, impact assessments, and development programs

Local engagement, impact assessment and/or development programs*	2019	2018	2017
A. Operations with programs to assess local impacts and/or community engagement and development	19	20	19
B. Total number of operations	21	21	23
Percentage over total (A/B)	90.5%	95.2%	82.6%

**Data do not consider investments via ViaQuatro and ViaMobilidade incentive law*

• **A08**
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

In 2019, there were no resettlements of communities near BH Airport. The procedures for this type of situation are foreseen in the Expropriation Program, prepared by the unit in the context of the Environmental Impact Study and respective Environmental Impact Report (EIA-RIMA). For the airport expansion works, specifically the new runway and take-off and other complementary structures, Decree No. 646 was published in 2013, which provides for the affected areas. The EIA-RIMA of this project remained throughout 2019 in technical analysis by environmental agencies and awaits release. Once approved for execution, the expansion works will take place in the municipalities of Lagoa Santa and Confins and will demand, in the future, the expropriation of a small area currently outside the airport site.

Qualification of human capital

LINKS TO THIS TOPIC

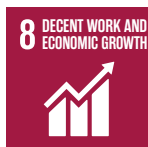


INTEGRATED REPORT

Human Capital

The SSCC carries out the management and supports the professional development of the more than 12 thousand employees of the CCR Group. People management prioritizes retaining talent, training the workforce and ensuring a motivating work environment, strengthening the identification of each professional with the strategic business objectives.

SDG



The 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



Non-participation in human rights violations



Support for freedom of association



Eradication of forced labor



Abolition of child labor



Elimination of discrimination

• 102-8

Information on employees and other workers

The CCR Group closed 2019 with 12,220 employees, an increase of 1.5% over the previous year, reflecting the organic growth of the business. There is no seasonality in the workforce or significant activities performed by non-employees. The data was compiled from the payroll, considering the region in which each company is allocated.

Number of employees by type of job	2019		2018		2017	
	Men	Women	Men	Women	Men	Women
Full time	7,397	4,358	7,221	4,184	6,490	4,195
Part time	259	206	351	279	301	247
TOTAL	7,656	4,564	7,572	4,463	6,791	4,442

Number of employees with a contract of indefinite duration	2019		2018		2017	
	Men	Women	Men	Women	Men	Women
Center-West	425	298	449	293	508	331
Northeast	1,010	284	1,031	326	1,050	366
Southeast	5,464	3,334	5,533	3,367	4,699	3,308
South	545	366	318	228	322	224
TOTAL	7,444	4,282	7,331	4,214	6,579	4,229

Number of employees with a fixed-term contract	2019		2018		2017	
	Men	Women	Men	Women	Men	Women
Center-West	7	16	9	13	6	7
Northeast	14	4	67	10	70	36
Southeast	162	224	153	195	119	145
South	29	38	12	31	17	25
TOTAL	212	282	241	249	212	213

• 404-1

Average annual training hours per year per employee

Average hours of training*	2019	2018	2017
By gender			
Men	14.67	16.85	14.45
Women	11.83	7.20	11.55
By functional level			
Board of Directors	9.57	6.75	4.28
Managers	14.79	6.38	13.22
Coordinators	24.34	10.80	17.28
Supervisors	24.56	27.01	25.56
Administrative	15.00	6.88	12.15
Operational	13.09	14.13	13.04
Trainees	9.41	9.41	12.12
Interns	20.01	9.27	19.14
GENERAL	13.61	13.27	13.29

*Does not consider counselors.
The data has been consolidated from CCR's training management platform, "Nosso Mundo do Saber".

• **102-41**
Collective bargaining agreements

Employees covered by collective bargaining agreements	2019		2018		2017	
	Number	Percentage over total	Number	Percentage over total	Number	Percentage over total
CCR NovaDutra ¹	1,259	95.71%	1,289	96.48%	1,378	96.30%
CCR ViaLagos	180	95.56%	177	97.25%	181	95.76%
CCR RodoNorte	574	95.12%	564	95.76%	559	94.81%
CCR AutoBAN	1,173	95.82%	1,198	96.07%	1,253	98.88%
CCR ViaOeste	731	95.49%	748	96.14%	775	97.42%
CCR RodoAnel	474	97.68%	450	95.14%	456	95.61%
CCR SPVias	628	95.54%	669	95.98%	680	95.74%
CCR MSVia	722	96.68%	742	97.12%	839	98.45%
CCR ViaSul	361	95.84%	na	na	na	na
BH Airport	348	96.55%	390	97.01%	398	96.48%
ViaQuatro	1,123	96.97%	1,138	94.83%	1,027	93.18%
ViaMobilidade ²	1,120	97.14%	991	96.49%	na	na
FiveTrilhos ³	1	100.00%	1	100.00%	na	na
CCR Barcas	827	96.01%	837	95.55%	857	97.78%
ATP ⁴	1	100.00%	1	100.00%	na	na
CCR Metrô Bahia	1,255	95.46%	1,346	93.86%	1,448	94.89%
CCR Holding (corporate offices)	101	99.01%	123	98.40%	126	98.41%
CCR Actua	278	93.88%	304	94.12%	299	95.32%
CCR Engellog	133	95.49%	136	95.77%	163	96.32%
CCR EngellogTec	381	93.70%	358	96.50%	345	97.68%
Samm	59	96.61%	59	98.33%	58	98.28%
MOBUP (Toronto) ²	23	100.00%	7	100.00%	na	na
SPCP	na	na	na	na	na	na
CONSOLIDADO	11,729	96.02%	11,528	95.79%	10,842	96.39%

1. CCR NovaDutra data includes third parties.

2. ViaMobilidade and MOBUP (Toronto) were established in 2018, so information from previous years is not applicable.

3. ViaMobilidade subsidiary company, therefore information from previous years is not applicable.

4. CCR Barcas' subsidiary; until 2017 it was consolidated in the unit's figures.

• 405-1

Diversity of governance bodies and employees

Composition of governance	2019	2018	2017
By gender			
Men	92.59%	90.57%	84.21%
Women	7.41%	9.43%	15.79%
By age group			
Up to 30 years of age	0.00%	0.00%	0.00%
Between 31 and 50 years of age	40.74%	45.28%	26.32%
Over 51 years of age	59.26%	54.72%	73.68%

Composition of functional levels by gender	2019		2018		2017	
	Men	Women	Men	Women	Men	Women
Board of Directors	86.49%	13.51%	90.57%	9.43%	95.31%	4.69%
Managers	81.63%	18.37%	80.41%	19.59%	84.03%	15.97%
Coordinators	73.60%	26.40%	72.28%	27.72%	71.26%	28.74%
Supervisors	82.98%	17.02%	84.23%	15.77%	80.90%	19.10%
Administrative	59.19%	40.81%	49.46%	50.54%	49.09%	50.91%
Operational	62.65%	37.35%	64.36%	35.64%	61.28%	38.72%
Trainees	42.51%	57.49%	49.53%	50.47%	47.13%	52.87%
Interns	45.90%	54.10%	54.43%	45.57%	59.74%	40.26%
CONSOLIDATED	62.65%	37.35%	62.92%	37.08%	60.20%	39.80%

Composition of functional levels by age group	2019			2018			2017		
	Up to 30 years of age	Between 31 and 50 years of age	Over 51 years of age	Up to 30 years of age	Between 31 and 50 years of age	Over 51 years of age	Up to 30 years of age	Between 31 and 50 years of age	Over 51 years of age
Board of Directors	0.00%	40.54%	59.46%	0.00%	45.28%	54.72%	0.00%	29.69%	70.31%
Managers	1.02%	69.39%	29.59%	1.03%	62.89%	36.08%	0.84%	65.55%	33.61%
Coordinators	8.12%	77.16%	14.72%	5.98%	76.63%	17.39%	5.17%	76.44%	18.39%
Supervisors	12.77%	71.73%	15.50%	12.42%	72.82%	14.77%	13.54%	71.53%	14.93%
Administrative	21.85%	70.33%	7.81%	34.97%	59.09%	5.94%	35.46%	57.46%	7.08%
Operational	35.65%	56.82%	7.53%	36.97%	55.26%	7.77%	38.18%	53.89%	7.84%
Trainees	100.00%	0.00%	0.00%	100.00%	0.00%	0.00%	99.68%	0.32%	0.00%
Interns	100.00%	0.00%	0.00%	97.47%	2.53%	0.00%	93.51%	6.49%	0.00%
CONSOLIDATED	35.89%	56.19%	7.92%	37.85%	54.17%	7.99%	na	na	na

• 405-1

Diversity of governance bodies and employees

Number of women in leadership positions	2019	2018	2017
Board of Directors	5	5	3
Managers	18	19	19
Coordinators	52	51	50
CONSOLIDATED	75	75	72

Number of people with disabilities by functional level*	2019	2018	2017
Managers	3	3	4
Coordinators	12	9	8
Supervisors	11	11	7
Administrative	7	70	58
Operational	348	289	260
Trainees	1	7	7
CONSOLIDATED	382	389	344

*There are no people with disabilities among directors and interns.

• 405-2

Ratio of basic salary and remuneration of women to men

Ratio of basic salary for women to men	2019	2018	2017
Board of Directors	72.9%	69.0%	57.0%
Managers	88.9%	85.0%	83.3%
Coordinators	106.7%	98.0%	96.3%
Supervisors	104.5%	102.0%	97.3%
Administrative	87.8%	72.0%	72.1%
Operational	73.1%	67.0%	66.3%
Trainees	100.8%	95.0%	104.2%
Interns	99.6%	101.0%	104.5%
CONSOLIDATED	68.1%	66.0%	60.2%

Women held 22.6% of the leadership positions in the CCR Group at the end of 2019

Quality of service

LINKS TO THIS TOPIC

INTEGRATED REPORT



Intellectual Capital

Investments in asset quality are a fundamental premise for providing quality services to users. The CCR Group adopts cutting-edge technology in its operations, with SSCC as a differentiated structure for continuous improvement.



Social and Relationship Capital

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

SDG



Excellence in modal operations and corporate innovation improve the technological capabilities of the sectors.



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

GLOBAL COMPACT



Respect for human rights



Non-participation in human rights violations



Support for freedom of association



Eradication of forced labor



Abolition of child labor



Elimination of discrimination



Addressing environmental challenges



Environmental responsibility



Dissemination of environmentally friendly technologies

Safe operation

LINKS TO THIS TOPIC

INTEGRATED REPORT



Manufactured Capital

Investments in modal improvement and expansion ensure the adoption of the most modern technologies and continuous operational efficiency of assets. Excellence in management also increases the capacity to generate value in operations, making the best possible use of physical resources.

GLOBAL COMPACT



Respect for human rights



Non-participation in human rights violations

SDG

3 GOOD HEALTH AND WELL-BEING



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

11 SUSTAINABLE CITIES AND COMMUNITIES



The safety of operations, employees and modal users is fundamental for access to transport systems and inclusive urbanization.

• 403-2

Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities

Injury rate among CCR Group employees*

By gender

	2019	2018	2017
Men	15.36	13.81	10.49
Women	13.63	11.49	12.10

By region

	2019	2018	2017
Center-West	7.79	6.69	8.79
Northeast	10.12	9.38	9.18
Southeast	16.29	13.97	12.27
South	12.47	15.72	10.28

CONSOLIDATED

14.73

12.95

11.48

*Injuries rate: number of Work Accident Communications (WACs) recorded in the period / total hours worked * 1,000,000. Considers all levels of injuries (except occupational diseases) and types of accidents (route or typical), including communications resulting from deaths.

Absenteeism rate among CCR Group employees*

By gender

	2019	2018	2017
Men	1.75	2.70	2.53
Women	2.97	2.65	2.15

By region

	2019	2018	2017
Center-West	1.42	1.69	1.68
Northeast	2.37	2.20	1.69
Southeast	2.26	2.01	1.85
South	1.92	1.53	1.32

CONSOLIDATED

2.19

1.99

1.79

*Absenteeism rate: number of days lost for medical certificates (except maternity leave) / total hours worked * 1,000.

Lost days rate among CCR Group employees*

By gender

	2019	2018	2017
Men	55.82	57.74	5.06
Women	7.88	89.15	155.84

By region

	2019	2018	2017
Center-West	7.95	0.00	5.90
Northeast	4.40	246.26	2.38
Southeast	8.67	53.86	132.13
South	420.22	8.18	2.99

CONSOLIDATED

38.43

69.39

98.34

*Lost days rate: number of days of attestations associated to the WACs registered in the period / total hours worked * 100,000. Considers all levels of injuries (except occupational diseases) and types of accidents (route or typical).

Occupational disease rate among CCR Group employees*

By gender

	2019	2018	2017
Men	0.00	0.00	0.00
Women	0.14	0.00	0.00

By region

	2019	2018	2017
Center-West	0.00	0.00	0.00
Northeast	0.00	0.00	0.00
Southeast	0.07	0.00	0.00
South	0.00	0.00	0.00

CONSOLIDATED

0.05

0.00

0.00

*Occupational diseases rate: number of WACs registered with the type of accident "2- Illness" / total hours worked * 1,000,000. There was registration only in urban mobility operations, resulting in an occupational disease rate for this modal of 0.18 in the Southeast, 0.66 among women and 0.13 in the consolidated view.

• **403-2**

Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities

Injury rate among roads employees*	2019	2018	2017
By gender			
Men	15.30	13.82	12.30
Women	14.29	11.36	14.26
By region			
Center-West	7.79	6.69	8.79
Southeast	16.43	13.33	14.69
South	12.47	15.72	10.28
CONSOLIDATED	14.82	12.95	13.40

*Injuries rate: number of Work Accident Communications (WACs) recorded in the period / total hours worked * 1,000,000. Considers all levels of injuries (except occupational diseases) and types of accidents (route or typical), including communications resulting from deaths.

Absenteeism rate among road employees*	2019	2018	2017
By gender			
Men	1.37	1.27	2.63
Women	2.81	2.62	1.17
By region			
Center-West	1.42	1.69	1.68
Southeast	2.17	1.97	1.89
South	1.92	1.53	1.32
CONSOLIDATED	2.05	1.89	1.81

*Absenteeism rate: number of days lost for medical certificates (except maternity leave) / total hours worked * 1,000.

Lost days rate among roads employees*	2019	2018	2017
By gender			
Men	114.81	6.86	5.28
Women	8.57	131.25	298.75
By region			
Center-West	7.95	0.00	5.90
Southeast	8.15	81.53	223.57
South	420.22	8.18	2.99
CONSOLIDATED	65.03	64.13	170.43

*Lost days rate: number of days of attestations associated to the WACs registered in the period / total hours worked * 100,000. Considers all levels of injuries (except occupational diseases) and types of accidents (route or typical).

On the roads, the accident severity rate remained relatively stable, with growth of 1.4% in the annual comparison

• 403-2

Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities

Injury rate among urban mobility employees*	2019	2018	2017
By gender			
Men	16.04	15.06	9.64
Women	11.85	10.64	12.02
By region			
Northeast	10.12	9.38	9.18
Southeast	17.33	16.65	13.15
CONSOLIDATED	15.22	14.11	11.45

*Injuries rate: number of Work Accident Communications (WACs) recorded in the period / total hours worked * 1,000,000. Considers all levels of injuries (except occupational diseases) and types of accidents (route or typical), including communications resulting from deaths.

Absenteeism rate among urban mobility employees	2019	2018	2017
By gender			
Men	2.07	1.93	3.03
Women	3.77	3.06	1.73
By region			
Northeast	2.37	2.20	1.69
Southeast	2.42	2.16	2.30
CONSOLIDATED	2.40	2.17	2.04

*Absenteeism rate: number of days lost for medical certificates (except maternity leave) / total hours worked * 1,000.

Lost days rate among urban mobility employees*	2019	2018	2017
By gender			
Men	9.22	118.15	0.59
Women	7.31	2.92	2.45
By region			
Northeast	4.40	246.26	2.38
Southeast	10.69	11.31	1.72
CONSOLIDATED	8.85	93.45	2.00

*Lost days rate: number of days of attestations associated to the WACs registered in the period / total hours worked * 100,000. Considers all levels of injuries (except occupational diseases) and types of accidents (route or typical).

BH Airport* health and safety indicators	2019	2018	2017
Injury rate			
Men	18.79	10.05	14.85
Women	33.09	50.82	3.83
CONSOLIDATED	21.95	19.38	6.90
Lost days rate			
Men	1.88	0.00	6.93
Women	2.21	0.00	0.19
CONSOLIDATED	1.95	0.00	2.07
Absenteeism rate			
Men	2.58	2.05	2.95
Women	5.71	5.48	1.90
CONSOLIDATED	3.27	2.83	2.19

*BH Airport operates in the Southeast region. The rate consolidation formulas are the same as those adopted in other modes and corporately.

• 403-2

Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities

Third party injury rate*	2019				2018			
	CCR Group	Roads	Urban mobility	Airports	CCR Group	Roads	Urban mobility	Airports
By gender								
Men	18.16	26.78	3.85	4.27	3.47	4.49	4.60	2.08
Women	2.39	0.00	3.82	0.00	5.06	0.00	6.99	5.67
By region								
Center-West	166.82	166.82	na	na	7.59	7.59	na	na
Northeast	3.59	na	3.59	na	3.85	na	3.85	na
Southeast	11.42	17.60	3.97	3.93	3.51	3.90	8.05	2.47
South	50.08	50.08	na	na	2.51	2.51	na	na
CONSOLIDATED	14.82	24.24	3.83	3.93	3.70	4.19	5.42	2.47

*Injuries rate: number of Work Accident Communications (WACs) recorded in the period / total hours worked * 1,000,000. It considers all levels of injuries (except occupational disease) and types of accidents (route or typical), including communications resulting from deaths, occurred in the most significant groups of third parties in each modal: conservation activities on the highways; property security at CCR Barcas; and civil maintenance, conservation and cleanliness at ViaQuatro, ViaMobilidade, CCR Metro Bahia and BH Airport. Two third party companies were considered for each business unit, except CCR Atua and CCR ViaLagos, where only one company was considered.

Rate of occupational diseases among third parties*	2019				2018			
	CCR Group	Roads	Urban mobility	Airports	CCR Group	Roads	Urban mobility	Airports
By gender								
Men	0.00	0.00	0.00	0.00	8.82	17.63	2.76	2.43
Women	0.00	0.00	0.00	0.00	13.48	0.00	12.22	25.50
By region								
Center-West	0.00	0.00	0.00	0.00	12.66	12.66	na	na
Northeast	0.00	0.00	0.00	0.00	4.82	na	4.82	na
Southeast	0.00	0.00	0.00	0.00	9.41	16.45	8.05	4.94
South	0.00	0.00	0.00	0.00	20.10	20.10	na	na
CONSOLIDATED	0.00	0.00	0.00	0.00	9.51	16.43	6.03	4.94

* Rate of occupational diseases: number of WACs registered with the type of accident "2- Sickness" / total hours worked* 1,000,000. Considers the most significant groups of third parties in each modal: conservation activities in the highways; patrimonial security in CCR Barcas; and civil maintenance, conservation and cleaning in ViaQuatro, ViaMobilidade, CCR Metro Bahia and BH Airport. Two third party companies were considered for each business unit, except CCR Atua and CCR ViaLagos, where only one company was considered.

• **403-3**

Workers with high incidence or high risk of diseases related to their occupation

CCR Group employees perform their activities in controlled and safe environments where all health and safety risks have been identified, classified and mitigated by safety procedures and the supervised use of individual and collective protection equipment. All these processes are governed by a standardization committee, according to internal normative instruction for the subject, following the legal requirements and the bases of the integrated corporate health concept. In this way, there is no high incidence or risk of diseases associated with the activities.

• **A09**

Total annual number of wildlife strikes per 10,000 aircraft movements

BH Airport continuously promotes actions to avoid collisions of fauna, especially birds, with aircraft and vehicles. These efforts include environmental education activities, internal meetings and with the airport community and seminars. As a result of this awareness work, the unit has identified in recent years an increase in the number of collisions reported by mechanics and pilots. In addition, BH Airport continuously conducts fauna monitoring and scaring activities.

All collisions are recorded in accordance with the requirements of the Aeronautical Accident Research and Prevention Center (Cenipa), with an assessment of the occurrence and its associated risk. Of the 43 collisions recorded in the year, 38 occurred at the airport site and 5 in the surrounding area. Of this total, 17 were recorded after runway revision, 10 reported at take-off moments, 9 on landing, 6 on approach and 1 on descent. An increase in the attractive focus of vultures in external areas was observed, which is already being treated with the municipalities responsible for the respective regions of the occurrences.

At BH Airport, monitoring of impacts on local fauna is also relevant to ensure the operational safety of aircraft on landings and take-offs



Accidents involving local fauna at BH Airport

	2019	2018	2017
A. Number of accidents with fauna	43	40	35
B. Total landings and take-offs	102,265	101,225	99,658
Number of wildlife damage every 10,000 landings/take-offs (A/B * 10,000)	4.2048	3.9516	3.5120

Operational eco-efficiency

LINKS TO THIS TOPIC

INTEGRATED REPORT



Natural Capital

The rational and efficient use of natural resources is continuously improved in modals, 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 the parameterized management of performance.

GLOBAL COMPACT



Addressing environmental challenges



Environmental responsibility



Dissemination of environmentally friendly technologies

SDG



The incessant search for the reduction of environmental impacts and the optimization of the consumption of natural resources are premises of the sustainable management of the business.



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



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



In our business, we promote habitat restoration and environmental preservation, minimizing risks to biodiversity.

• **302-1**
Energy consumption within the organization

Energy generated from CCR Group fuel consumption (GJ)*

	2019	2018	2017
Acetylene	72.28	62.87	68.77
Diesel	574,256.09	525,971.53	552,174.89
Gasoline	30,714.01	30,049.58	45,021.92
GLP	1,907.71	1,966.99	2,418.38
Kerosene	8.80	7.57	10.54
Propane	14.97	31.76	13.61
GMP Oil	8.94	0.00	0.00
Greases	0.00	2.41	43.63
NGV	1,684.85	964.48	491.26
Ethanol	34,202.95	33,427.06	34,555.75

TOTAL

642,870.60

592,484.25

634,798.75

**Only ethanol comes from renewable sources. The fuel consumption of the units is recorded in the Cerensa management system for monitoring and conversion to GJ.*

Energy generated from roads fuel consumption (GJ)*

	2019	2018	2017
Acetylene	0.54	0.05	1.47
Diesel	222,482.28	220,132.14	230,867.85
Gasoline	25,342.64	24,574.55	38,388.44
GLP	694.33	872.40	931.51
Kerosene	1.82	3.59	6.44
GMP Oil	8.94	0.00	0.00
Greases	0.00	2.41	0.70
NGV	1,684.85	964.48	491.26
Ethanol	32,440.30	32,139.35	33,094.52

TOTAL

282,655.70

278,688.97

303,782.19

**Only ethanol comes from renewable sources. The fuel consumption of the units is recorded in the Cerensa management system for monitoring and conversion into GJ.*

• **302-1**
Energy consumption within the organization

Energy generated from urban mobility fuel consumption (GJ)*	2019	2018	2017
Acetylene	71.74	62.82	67.30
Diesel	346,795.99	302,814.12	317,816.64
Gasoline	2,972.13	3,874.54	4,190.49
GLP	829.41	542.12	874.12
Kerosene	6.98	3.98	4.10
Propane	14.97	31.76	13.61
Greases	0.00	0.00	42.65
Ethanol	1,356.34	916.39	566.64
TOTAL	352,047.56	308,245.73	323,575.55

*Only ethanol comes from renewable sources.
The fuel consumption of the units is recorded in the Cerensa management system for monitoring and conversion into GJ.

Energy generated from BH Airport fuel consumption (GJ)*	2019	2018	2017
Diesel	4,745.44	3,016.55	3,189.45
Gasoline	915.67	883.81	1,059.52
GLP	382.99	448.56	511.95
Greases	0.00	0.00	0.28
Ethanol	86.60	25.44	0.00
TOTAL	6,130.70	4,374.36	4,761.20

*Only ethanol comes from renewable sources.
The fuel consumption of the units is recorded in the Cerensa management system for monitoring and conversion into GJ.

Acquired electric power consumption (GJ)*	2019	2018	2017
Roads	133,738.65	160,268.44	134,859.46
Urban mobility	1,012,407.88	659,714.35	381,554.18
Airports	85,615.16	78,768.77	77,743.63
GRUPO CCR	1,235,979.81	901,399.08	597,606.20

*The CCR Group only acquires electrical energy and does not sell energy to third parties.

In mobility assets, the full operation of ViaMobilidade and ViaQuatro led to an increase in fuel and electric power consumption

• **302-4 and 305-5**

Reduction of energy consumption and Reduction of GHG emissions

Projects to reduce energy consumption in 2019 per unit	Description of the action	Savings achieved in the year (MWh)	Savings equivalent in emissions (tCO₂e)	Estimated project lifetime	Payback of investment in deployment (in years)
CCR AutoBAn	In August, the lighting in the six tollbooths was replaced by LED sodium vapor system	32.3	2.39	10	4.4
CCR RodoAnel	In August, the lighting in the 13 tollbooths was replaced by LED sodium vapor system	144.7	10.70	10	6.0
ViaRio	In August, a dimerization system was implemented in the highway lighting, allowing the hourly control of the intensity of lights	210.7	15.59	30	2.1
ViaRio	In October, two photovoltaic plants (one 300 kWp and one 900 kWp) were installed in a tollgate	60.0	4.44	25	5.8

Energy efficiency projects include exchanging lighting systems and installing photovoltaic panels for solar energy generation on roads

• **303-1**

Water withdrawal by source

The increased demand on roads and at BH Airport was only partially offset by an 8% reduction in urban mobility operations. CCR Metro Bahia was responsible for the main factor of this decrease: after the implementation of a telemetry system for monitoring and control, in September 2018, the unit operated throughout the year with more efficiency and agility to correct leaks and waste, in addition to which cleaning routines were optimized and containment was implemented in all taps of the unit. At BH Airport, the 10.3% increase was caused by extraordinary events, including internal works and tank tests. In the highways, consumption was 17.8% higher, due to the accounting of CCR ViaSul and occasional situations in each of the concessionaires.

The performance of the CCR Group, roads and urban mobility assets are presented in the tables. At BH Airport, the collection occurs only via local supply network and totaled 165,674 cubic meters in 2019, compared to 150,199 cubic meters in 2018 (data restated) and 244,277 cubic meters in 2017.

Roads water consumption by source (m³)*	2019	2018	2017
Groundwater	116,167.91	95,305.66	96,100.08
Rainwater	320.34	773.74	643.34
Public or private supply	34,853.56	32,373.30	39,981.30
TOTAL	151,341.81	128,452.70	136,724.72

**Consolidated data from the Cerensa environmental management system. The CCR Group does not collect water from surface sources nor does it acquire this input from effluents from another organization.*

Urban mobility water consumption by source (m³)*	2019	2018	2017
Groundwater	54,118.00	22,651.00	0.00
Rainwater	317.00	458.00	277.00
Public or private supply	239,306.34	294,584.00	260,711.90
TOTAL	293,741.34	317,693.00	260,988.90

**Consolidated data from the Cerensa environmental management system. The CCR Group does not collect water from surface sources nor does it acquire this input from effluents from another organization.*

CCR Group water consumption by source (m³)*	2019	2018	2017
Groundwater	170,285.91	117,956.66	96,100.08
Rainwater	637.34	1,231.74	920.34
Public or private supply	442,797.90	479,966.30	547,804.20
TOTAL	613,721.15	599,154.70	644,824.62

**Consolidated data from the Cerensa environmental management system. The CCR Group does not collect water from surface sources nor does it acquire this input from effluents from another organization.*

• **304-2**
**Significant impacts of activities,
products, and services on biodiversity**

The CCR Group's impacts on biodiversity are different in intensity and type for each modal. When it comes to works, especially for road extensions and improvements in the road network, the main impact is related to the need for vegetal suppression, compensated by reforestation plantations periodically monitored by regulatory agencies and provided for in the respective environmental licenses. In particular, these impacts are significant for the highway modal, since in urban mobility and airports the assets are in urban areas. All plantations are made in areas of ecological interest, contributing to the recovery of permanent preservation areas, ecological corridors and degraded areas. In 2019, the CCR Group had 34 reforestation projects in progress in the states of São Paulo, Rio de Janeiro, Paraná and Mato Grosso do Sul, totaling about 430,000 seedlings planted in previous periods.

In relation to the operation of the roads, the main risk is linked to the running over of animals and accidents with dangerous loads. These conditions are mitigated by specific programs and control measures, such as the Risk Management Program and the Emergency Response Plan (PGR/ PAE) and the Program for the Escape, Rescue and Management of Fauna (PERMF). The PGR/PAE aims to reduce the frequency of accident occurrences, as well as to minimize the consequences of such events. The identification of vulnerable environmental elements (water resources, vegetation, flooded areas, protected areas, etc.) is carried out as a basis for necessary control actions in case of emergency. For example, an accident

during the transport of dangerous products near a river that guarantees the water supply of a region. It is worth mentioning that the responsibility for mitigating these accidents lies with the transporter, with the concessionaire being responsible for logistical support. In the context of PERMF, the CCR Group has mechanisms for the rescue and care of wild and domestic animals run over, constant training of its employees and awareness of customers and residents of municipalities in the areas of operation of the highways. Partnerships are also signed with NGOs and wild animal rehabilitation centers, for which the species in need of care are destined.

At airports, among the priority operational safety risks are aircraft collisions with local fauna, especially birds, mainly during landing and take-off. In this context, BH Airport has the Fauna Risk Management Program (FRMP), which is focused on preventing aircraft and vehicle collisions with animals and, in addition to mitigating this impact on biodiversity, has contributed to air traffic safety.

In urban mobility assets, the impacts on biodiversity are virtually zero during operation. It is worth mentioning that the CCR Group acts within the legal compliance, that is, it obtains from the environmental agencies all the environmental licenses and other authorizations necessary for the execution and operation of its activities.

**KEY FOREST
COMPENSATION PROJECTS
IN 2019:**



CCR RodoNorte
15,000 seedlings
(13,550 seedlings in
Parque da Raposa and 1,450
in Parque das Araucárias)

CCR RodoAnel
2,567 seedlings from the
landscaping project of
Parque Jequitibá concerning
authorization no. 26,670/18,
2018

• **305-1, 305-2 and 305-3**
Direct (Scope 1) GHG emissions, Energy indirect (Scope 2) GHG emissions and Other indirect (Scope 3) GHG emissions

Publicly available since 2012 and audited since 2013, the greenhouse gas (GHG) inventory of the CCR Group is prepared in accordance with the methodology of the Brazilian GHG Protocol Program. In this document, preliminary data are presented, which contribute to the timeliness of the company's emissions disclosure. This information is subject to change until the inventory is closed. To consult the final version, access the **GHG Protocol Public Emissions Register**.

Overall, direct emissions from CCR (scope 1) were lower in the annual comparison. This result is a reflection of the decrease in the volume of road works from 2018 to 2019, which reduced the need for vegetal suppression and, therefore, the emissions related to land use change, a category that covers this type of impact. Scope 2 increased in relation to 2018 due to the expansion of operations in São Paulo's subways. ViaMobilidade, which joined the CCR Group in August 2018, operated for the first full year. ViaQuatro, in turn, expanded the extension covered throughout the period with the inauguration, in 2018, of the São Paulo - Morumbi station. These changes increased the consumption of electricity (learn more in the disclosure item 302-1, on page 56) and also the emissions resulting from this consumption. In scope 3, which shows the carbon footprint in activities in the CCR value chain, 90% of the emissions occur at BH Airport, mainly due to fuel consumption in the aircraft that take off and land at the airport. The result obtained in 2019 was slightly lower than the previous year in the consolidated view.

CCR Group GHG emissions inventory (tCO ₂ e)*	2019	2018	2017
Scope 1	55,562.24	61,711.00	64,434.54
Scope 2	25,777.05	18,074.18	15,398.71
Scope 3	690,139.22	707,407.01	794,925.51

*Includes CO₂, CH₄, N₂O, HFC, PFC, SF₆ and NF₃ gases, reported in CO₂ equivalent according to the Brazilian GHG Protocol Program guidelines. This information is preliminary. The final and audited version of the GHG emissions inventory of the CCR Group will be available at www.registropublicodeemissoes.com.br/participantes/1956.

Roads GHG emissions inventory (tCO ₂ e)*	2019	2018	2017
Scope 1	22,749.05	32,243.28	28,626.73
Scope 2	2,770.90	3,027.57	3,393.47
Scope 3	58,347.81	48,455.04	66,511.80

*Includes CO₂, CH₄, N₂O, HFC, PFC, SF₆ and NF₃ gases, reported in CO₂ equivalent according to the Brazilian GHG Protocol Program guidelines. This information is preliminary. The final and audited version of the GHG emissions inventory of the CCR Group will be available at www.registropublicodeemissoes.com.br/participantes/1956.

Urban mobility GHG emissions inventory (tCO ₂ e)*	2019	2018	2017
Scope 1	31,627.23	28,239.49	33,319.94
Scope 2	21,166.31	13,398.72	9,930.77
Scope 3	9,310.54	7,286.95	8,712.90

*Includes CO₂, CH₄, N₂O, HFC, PFC, SF₆ and NF₃ gases, reported in CO₂ equivalent according to the Brazilian GHG Protocol Program guidelines. This information is preliminary. The final and audited version of the GHG emissions inventory of the CCR Group will be available at www.registropublicodeemissoes.com.br/participantes/1956.

BH Airport GHG emissions inventory (tCO ₂ e)*	2019	2018	2017
Scope 1	1,086.09	1,150.19	1,181.11
Scope 2	1,752.30	1,580.36	1,988.15
Scope 3	622,068.45	650,729.30	719,172.33

*Includes CO₂, CH₄, N₂O, HFC, PFC, SF₆ and NF₃ gases, reported in CO₂ equivalent according to the Brazilian GHG Protocol Program guidelines. This information is preliminary. The final and audited version of the GHG emissions inventory of the CCR Group will be available at www.registropublicodeemissoes.com.br/participantes/1956.

• **306-1**
Water discharge by quality and destination

CCR Group effluent discharge (m³)*	2019	2018	2017
Urban sewage network	276,833.09	302,390.85	285,296.95
Septic tanks/filter	70,046.20	74,743.20	68,500.95
Lagoon	158,596.00	166,425.87	160,159.13
Anaerobic reactor	21,502.29	0.00	0.00
Drains	504.10	434.70	1,117.20
Aerobic treatment	0.00	45.00	162.00
TOTAL	527,481.68	544,039.62	515,236.23

*The generation of effluents from the units is registered in the Cerensa management system for monitoring. The effluents are not reused by another organization. In Airports, the destination is entirely for optional lagoon and the respective volumes are those presented above, since only BH Airport adopts this treatment method in the CCR Group.

Roads effluent discharge (m³)*	2019	2018	2017
Urban sewage network	14,127.22	11,030.85	19,853.70
Septic tanks/filter	70,046.20	74,535.30	68,500.95
Drains	158.10	434.70	1,117.20
TOTAL	84,331.52	86,000.85	89,471.85

*The generation of effluents from the units is registered in the Cerensa management system for monitoring. The effluents are not reused by another organization.

Urban mobility effluent discharge (m³)*	2019	2018	2017
Urban sewage network	259,155.87	287,061.10	260,711.90
Septic tanks/filter	0.00	208.00	0.00
Anaerobic reactor	21,502.29	0.00	0.00
Drains	346.00	0.00	0.00
Aerobic treatment	0.00	45.00	162.00
TOTAL	281,004.16	287,314.00	260,873.90

*The generation of effluents from the units is registered in the Cerensa management system for monitoring. The effluents are not reused by another organization.

• **306-2**
Waste by type and disposal method

CCR Group waste disposal (t)	2019	2018	2017
Non-hazardous			
Composting	55.04	77.34	300.52
Reuse	0.00	0.00	0.27
Recycling	3,512.73	99,415.81	436,982.31
Recovery (including energy)	3.50	0.00	21.78
Incineration (mass burning)	48.12	39.02	27.76
Landfill	86,851.55	22,775.06	22,675.77
Other	522.24	208.47	90.66
TOTAL	90,993.18	122,515.70	460,099.07
Hazardous			
Recycling	411.22	390.10	259.16
Recovery (including energy)	0.00	2.83	23.91
Incineration (mass burning)	4.80	6.43	4.37
Landfill	5.54	2.02	172.37
Other	461.45	522.49	321.42
TOTAL	883.01	923.87	781.22

Road waste disposal (t)	2019	2018	2017
Non-hazardous			
Composting	55.04	76.54	300.12
Reuse	0.00	0.00	0.27
Recycling	2,982.58	98,906.48	436,328.37
Landfill	15,909.99	15,421.99	16,285.53
Other	129.26	77.83	26.67
TOTAL	19,080.37	114,482.84	452,940.96
Hazardous			
Recycling	396.12	359.82	233.86
Recovery (including energy)	0.00	2.83	0.00
Incineration (mass burning)	2.55	3.21	2.43
Landfill	5.16	0.85	4.62
Other	87.37	105.38	153.33
TOTAL	491.20	472.09	394.24

Urban mobility waste disposal (t)	2019	2018	2017
Non-hazardous			
Recycling	170.43	180.47	341.76
Incineration (mass burning)	48.12	39.02	27.76
Landfill	69,306.57	5,594.05	4,592.10
Outros	361.42	109.43	63.99
TOTAL	69,886.54	5,922.97	5,025.61
Hazardous			
Recycling	13.58	23.54	22.81
Incineration (mass burning)	0.00	0.00	0.05
Landfill	0.38	1.09	0.16
Other	296.67	266.93	168.09
TOTAL	310.63	291.56	191.11

• **306-2**

Waste by type and disposal method

BH Airport waste disposal (t)	2019	2018	2017
Non-hazardous			
Recycling	354.97	323.15	310.87
Recovery (including energy)	0.00	0.00	21.78
Landfill	1,627.34	1,753.84	1,796.13
Other	31.56	21.21	0.00
TOTAL	2,013.87	2,098.20	2,128.78
Hazardous			
Recycling	1.52	6.74	2.29
Recovery (including energy)	0.00	0.00	23.91
Incineration (mass burning)	2.25	3.22	1.89
Landfill	0.00	0.00	167.59
Other	77.41	150.18	0.00
TOTAL	81.18	160.14	195.67

• **306-3**

Significant spills

In 2019, a leak in the company's operations was registered at CCR Barcas. About 20 liters of oily water were spilled in Guanabara Bay after an accident in the hoisting of one of the vessels at the Niterói shipyard. A containment barrier had been previously launched, according to safety procedures, and the specialized emergency response company was promptly activated, adopting the necessary additional measures to avoid contamination. The environmental agency followed the closure of the fight against the stain, and the company's performance was satisfactory.

In the highways administered, there were 69 spillage accidents involving third parties, being: six at CCR ViaSul, four at CCR AutoBAn, four at CCR MSVia, two at CCR ViaOeste, one at CCR RodoAnel, four at CCR RodoNorte, 34 at CCR NovaDutra and 14 at CCR SPVias. All the occurrences on the highways are registered in a computerized system, called KCOR. In the other units, no leaks were registered in the period.

• **A04**

Quality of storm water by applicable regulatory standards

In 2019, BH Airport began carrying out monthly analysis of the quality of rainwater, which is collected by drainage systems on the runway and take-offs, composed of 15 waterfalls. In the previous year, these measurements were started on a quarterly basis. The analysis considers the following parameters: Anionic surfactants, COD, sedimentable solids, mineral oils and greases, total suspended solids, benzene, ethylbenzene, total oils and greases, pH, sulfate, sulfide, toluene and xylene. The procedures follow the regulatory norms of the Brazilian Association of Technical Standards (ABNT) No. 9898 and No. 9897, both from 1987. The compliance parameters consider the Minas Gerais State Council Resolution and Environmental Policy No. 01, of 2008. Of the two oil and water separator boxes that receive runway drainage, only one recorded non-compliance of parameters in the months of June and July. The other analyses had results that complied with the applicable legal standards.

• **A06**

Aircraft and pavement de-icing/anti-icing fluid used and treated by m³ and/or metric tonnes

BH Airport does not use coolant in its operations. The airlines are responsible for the use, treatment and disposal of this type of substance in the aircraft.

GRI content index



GRI Standard	Disclosure	Page	Omissions	Global Compact	
GRI 101 Foundation 2016					
General disclosures					
GRI 102 General disclosures 2016	Organizational profile				
	102-1 Name of the organization	69	-	-	
	102-2 Activities, brands, products, and services	33 and 45	-	-	
	102-3 Location of headquarters	69	-	-	
	102-4 Location of operations	45	-	-	
	102-5 Ownership and legal form	69	-	-	
	102-6 Markets served	33 and 45	-	-	
	102-7 Scale of the organization	69	-	-	
	102-8 Information on employees and other workers	50 and 81	-	6	
	102-9 Supply chain	39	-	-	
	102-10 Significant changes to the organization and its supply chain	69	-	-	
	102-11 Precautionary Principle or approach	55	-	-	
	102-12 External initiatives	41	-	-	
	102-13 Membership of associations	70	-	-	
	Strategy				
	102-14 Statement from senior decision-maker	5 and 6	-	-	
	102-15 Key impacts, risks, and opportunities	34 and 35	-	-	
Ethics and integrity					
102-16 Values, principles, standards, and norms of behavior	36	-	10		
102-17 Mechanisms for advice and concerns about ethics	37	-	10		

For the Materiality Disclosures Service, GRI Services reviewed that the GRI content summary is presented clearly and that references to disclosure items 102-40 to 102-49 are in accordance with the respective sections throughout the report.

GRI Standard	Disclosure	Page	Omissions	Global Compact	
GRI 102 General disclosures 2016	Governance				
	102-18 Governance structure	30	-	-	
	102-28 Evaluating the highest governance body's performance	32	-	-	
	102-35 Remuneration policies	29 and 32	-	-	
	102-38 Annual total compensation ratio	75	-	-	
	Stakeholder engagement				
	102-40 List of stakeholder groups	66	-	-	
	102-41 Collective bargaining agreements	82	-	3	
	102-42 Identifying and selecting stakeholders	66	-	-	
	102-43 Approach to stakeholder engagement	67	-	-	
	102-44 Key topics and concerns raised	67	-	-	
	Reporting practice				
	102-45 Entities included in the consolidated financial statements	68	-	-	
	102-46 Defining report content and topic Boundaries	68	-	-	
	102-47 List of material topics	9	-	-	
	102-48 Restatements of information	68	-	-	
	102-49 Changes in reporting	68	-	-	
	102-50 Reporting period	68	-	-	
	102-51 Date of most recent report	68	-	-	
	102-52 Reporting cycle	68	-	-	
	102-53 Contact point for questions regarding the report	68	-	-	
	102-54 Claims of reporting in accordance with the GRI Standards	68	-	-	
	102-55 GRI content index	102, 103, 104, 105, 106 and 107	-	-	
	102-56 External assurance	68, 108 and 109	-	-	
	GRI Airport Operators Sector Supplement 2013	AO G4-4 Operational limits of services offered, controlled or influenced by the organization	71	-	-
		AO G4-7 Ownership and legal form	71	-	-
	AO G4-8 Catchment area for passengers and cargo	71	-	-	
	AO G4-9 Size and scope of airport operations	71	-	-	

GRI Standard	Disclosure	Page	Omissions	Global Compact
Material topic Business strategy and economic performance				
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary	9, 33, 34, 35, 62, 63, 64 and 72	-	-
	103-2 The management approach and its components	33, 34, 35, 62, 63 and 64	-	-
	103-3 Evaluation of the management approach	33, 34, 35, 62, 63 and 64	-	-
GRI 201 Economic performance 2016	201-1 Direct economic value generated and distributed	73	-	-
Material topic Governance and ethical conduct				
GRI 103 Management approach 2016 ¹	103-1 Explanation of the material topic and its Boundary	9, 25, 26, 27, 28, 31 and 74	-	-
	103-2 The management approach and its components	25, 26, 27, 28 and 31	-	-
	103-3 Evaluation of the management approach	25, 26, 27, 28 and 31	-	-
GRI 205 Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	75	-	10
	205-2 Communication and training about anti-corruption policies and procedures	76	-	10
	205-3 Confirmed incidents of corruption and actions taken	38	-	10
GRI 307 Environmental compliance 2016	307-1 Non-compliance with environmental laws and regulations	77	-	8
GRI 406 Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	77	-	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	77	-	-
GRI 415 Public policy 2016	415-1 Political contributions	77	-	10
GRI 419 Socioeconomic compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic area	77	-	-

¹ The form of management refers to all GRI topics listed under the material theme "Governance and ethical conduct".

GRI Standard	Disclosure	Page	Omissions	Global Compact
Material topic Relationship with stakeholders and development of the regions in which it operates				
GRI 103 Management approach 2016 ²	103-1 Explanation of the material topic and its Boundary	9, 15, 16, 60, 61 and 78	-	-
	103-2 The management approach and its components	15, 16, 60 and 61	-	-
	103-3 Evaluation of the management approach	15, 16, 60 and 61	-	-
GRI 203 Indirect economic impacts 2016	203-1 Infrastructure investments and services supported	44	-	-
GRI 413 Local communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	61 and 79	-	1
GRI Airport Operators Sector Supplement 2013	A08 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	79	-	-
Material topic Qualification of human capital				
GRI 103 Management approach 2016 ³	103-1 Explanation of the material topic and its Boundary	9, 29, 49, 50 and 80	-	-
	103-2 The management approach and its components	29, 49 and 50	-	-
	103-3 Evaluation of the management approach	29, 49 and 50	-	-
GRI 404 Training and education 2016	404-1 Average hours of training per year per employee	51 and 81	-	6
	404-2 Programs for upgrading employee skills and transition assistance programs	51	-	-
	404-3 Percentage of employees receiving regular performance and career development reviews	52	-	6
GRI 405 Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees			
	405-2 Ratio of basic salary and remuneration of women to men	50, 83 and 84	-	6
		84	-	6

² The form of management refers to all GRI topics and sector indicators listed in the material theme "Relationship with stakeholders and development of the regions in which it operates".

³ The form of management refers to all GRI topics listed under the material theme "Qualification of human capital".

GRI Standard	Disclosure	Page	Omissions	Global Compact
Material topic Quality of service				
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary	9, 17, 18, 19 and 85	-	-
	103-2 The management approach and its components	17, 18 and 19	-	-
	103-3 Evaluation of the management approach	17, 18 and 19	-	-
Material topic Safe operations				
GRI 103 Management approach 2016 ⁴	103-1 Explanation of the material topic and its Boundary	9, 46, 47, 48 and 86	-	-
	103-2 The management approach and its components	46, 47 and 48	-	-
	103-3 Evaluation of the management approach	46, 47 and 48	-	-
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	47, 87, 88, 89 and 90	-	-
	403-3 Workers with high incidence or high risk of diseases related to their occupation	91	-	-
GRI Airport Operators Sector Supplement 2013	A09 Total annual number of wildlife strikes per 10,000 aircraft movements	91	-	-
CCR Group management indicators	Road safety	48	-	-

⁴ The form of management refers to all the GRI topics and sector and corporate management indicators of the CCR Group listed under the material theme "Safe Operation".

GRI Standard	Disclosure	Page	Omissions	Global Compact
Material topic Operational eco-efficiency				
GRI 103 Management approach 2016 ⁵	103-1 Explanation of the material topic and its Boundary	9, 54, 55 and 92	-	-
	103-2 The management approach and its components	54 and 55	-	-
	103-3 Evaluation of the management approach	54 and 55	-	-
GRI 302 Energy 2016	302-1 Energy consumption within the organization	56, 93 and 94	-	7 and 8
	302-4 Reduction of energy consumption	56 and 95	-	8 and 9
GRI 303 Water 2016	303-1 Water withdrawal by source	58 and 96	-	7 and 8
	303-2 Water sources significantly affected by withdrawal of water	58	-	8
	303-3 Water recycled and reused	58	-	8
GRI 304 Biodiversity 2016	304-2 Significant impacts of activities, products, and services on biodiversity	97	-	8
GRI 305 Emissions 2016	305-1 Direct (Scope 1) GHG emissions	57 and 98	-	7 and 8
	305-2 Energy indirect (Scope 2) GHG emissions	57 and 98	-	7 and 8
	305-3 Other indirect (Scope 3) GHG emissions	57 and 98	-	7 and 8
	305-5 Reduction of GHG emissions	56 and 95	-	8 and 9
GRI 306 Effluents and waste 2016	306-1 Water discharge by quality and destination	58 and 99	-	8
	306-2 Waste by type and disposal method	59, 100 and 101	-	8
	306-3 Significant spills	101	-	8
GRI Airport Operators Sector Supplement 2013	A04 Quality of storm water by applicable regulatory standards	101	-	-
	A06 Aircraft and pavement de-icing/anti-icing fluid used and treated by m3 and/or metric tonnes	101	-	-

⁵ The form of management refers to all GRI topics and sector indicators of the CCR Group listed under the material theme "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.
São Paulo - SP

Introduction

We have been engaged by CCR S.A. (CCR or "Company") to apply limited assurance procedures on the sustainability indicators disclosed in the GRI Guidebook included in the Annual and Sustainability Report 2019 of CCR, related to the year ended December 31st, 2019.

Responsibilities of CCR's Management

The Management of CCR is responsible for adequately preparing and presenting the sustainability indicators disclosed in the CCR's GRI Guidebook included in the Annual and Sustainability Report 2019 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 sustainability indicators disclosed in the CCR's GRI Guidebook included in the Annual and Sustainability Report 2019 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 sustainability indicators disclosed in the CCR's GRI Guidebook included in the Annual and Sustainability Report 2019, taken as a whole, are 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 sustainability indicators disclosed in the CCR's GRI Guidebook included in the Annual and Sustainability Report 2019 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 sustainability indicators disclosed in the CCR's GRI Guidebook included in the Annual and Sustainability Report 2019 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 sustainability indicators disclosed in the CCR's GRI Guidebook included in the Annual and Sustainability Report 2019, 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 2019. 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 2019 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 2019;
 - 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 sustainability indicators disclosed in the CCR's GRI Guidebook included in the Annual and Sustainability Report 2019.

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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 sustainability indicators disclosed in the CCR's GRI Guidebook included in the Annual and Sustainability Report 2019 are 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 5th, 2020

KPMG Auditores Independentes
CRC 2SP014428/O-6
Original report in Portuguese signed by
Wagner Bottino
Accountant CRC 1SP196907/O-7

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

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