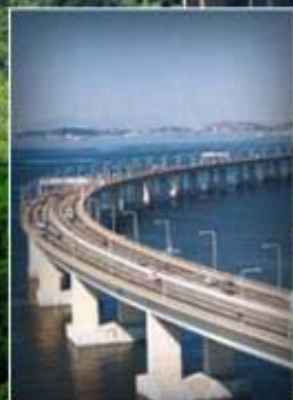


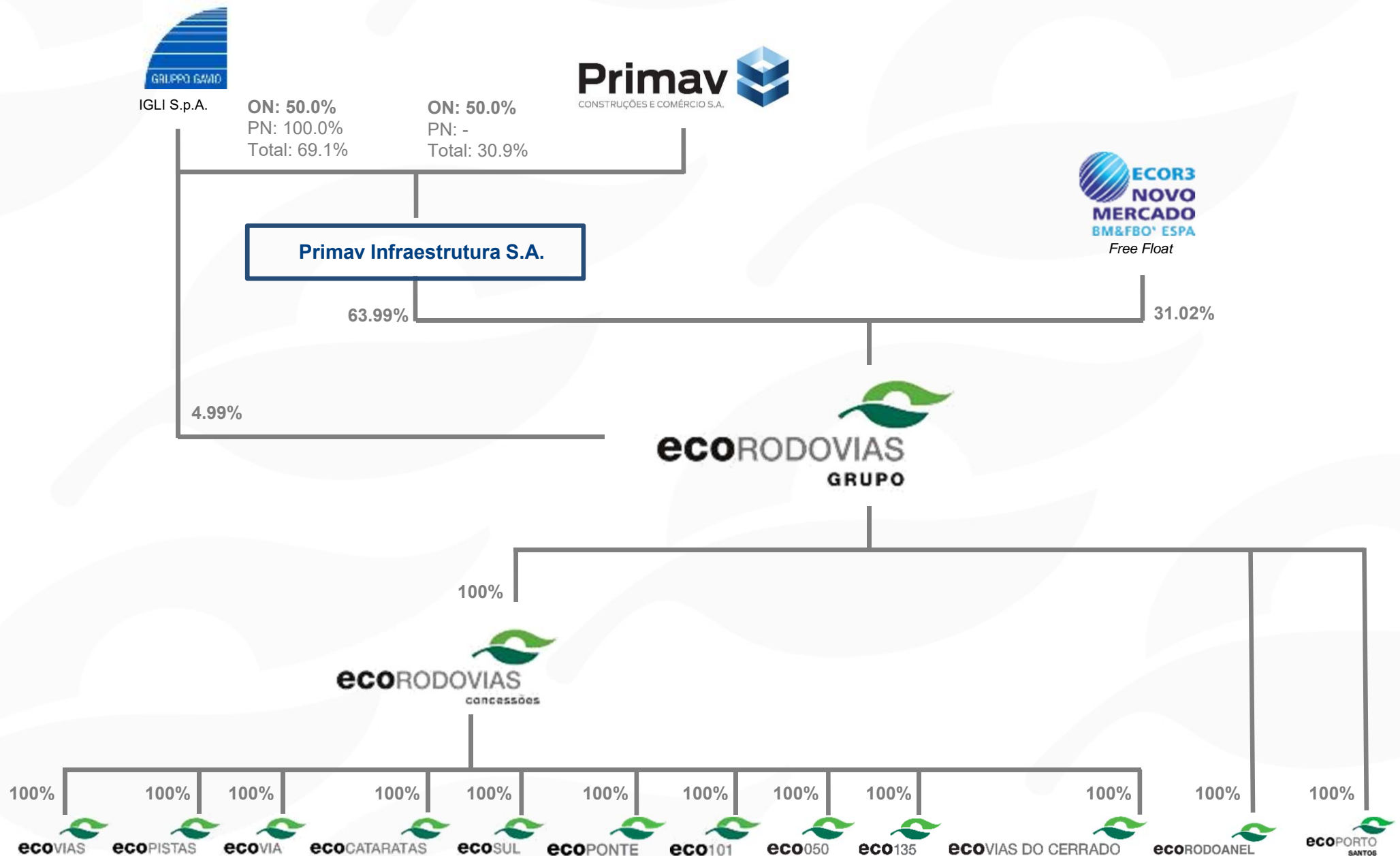


ecorodovias
GRUPO



Ecorodovias
Institucional Presentation
2020

Corporate Structure



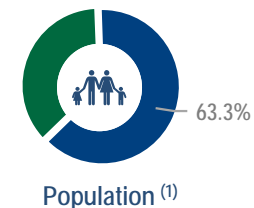
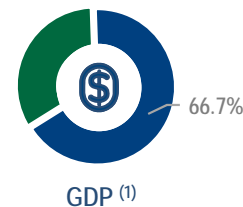
Ecorodovias portfolio includes 11 highway concessions with total of 3,086 km and one port asset (Ecoporto) in eight different states of Brazil, located in the main trade corridors in the South and Southeast regions

Geographic Footprint



- 3,086 km of roads under concession
- 346.6 million equivalent paying vehicles in 2019
- Ecoporto located in Port of Santos, the largest in LatAm

Geographic footprint concentrates 2/3 of Brazilian GDP and more 1/2 of the country's population



Source: IBGE 2019 and Brazilian Ministry of Development, Industry and Foreign Trade

Notes:

(1) Considers the GDP and population of the states within the geographic footprint



Cost discipline



Capex optimization



Growth

- ✓ Ramp up of new projects
- ✓ Contractual amendments
- ✓ Bids

Highway Concessions

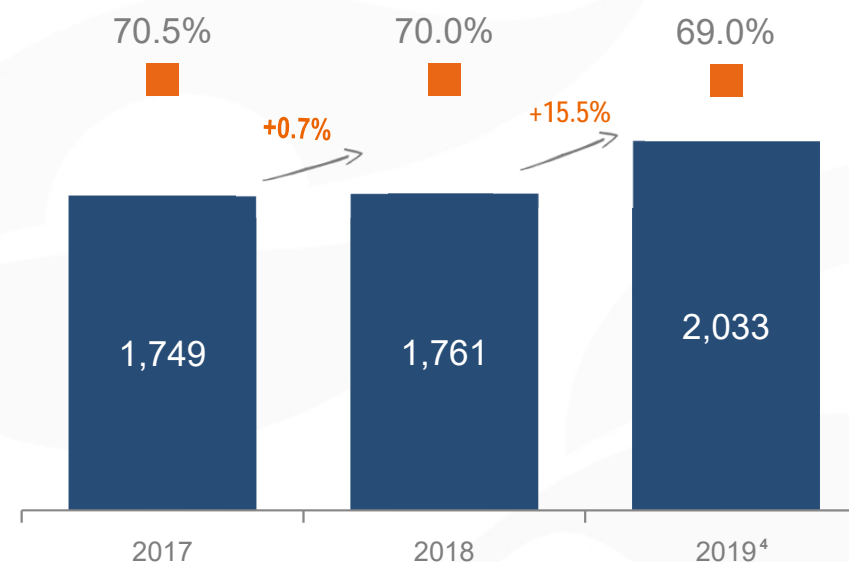
Highlights of 2018 and 2019

- ✓ Pro-forma **net revenue**¹: +1.5% in 2018 and +17.0% in 2019, despite the exemption of tolls for suspended axles, which decreased toll revenue by R\$76.9 million in 2018 and R\$128.5 million in 2019
- ✓ Pro-forma **EBITDA**³: +0.7% in 2018 and +15.5% in 2019

Financial Highlights

| (R\$ million) | 2017 | 2018 | 2019 ⁴ |
|---|-------|-------|-------------------|
| Pro-Forma Net Revenue ¹ | 2,480 | 2,516 | 2,945 |
| Comparable Cash Cost ² | 745 | 737 | 778 |
| Pro-forma EBITDA ³ | 1,749 | 1,761 | 2,033 |
| Pro-forma EBITDA Margin ³ | 70.5% | 70.0% | 69.0% |
| Net Income | 400 | 393 | 290 |
| Capex | 773 | 888 | 1,296 |
| Net Debt | 4,321 | 4,781 | 6,610 |
| Net Debt / Pro-forma EBITDA LTM | 2.5x | 2.7x | 3.2x |

Pro-forma EBITDA and EBITDA Margin³ (R\$ million)



¹ Excludes construction revenue and takes into account IFRS 15

² Excludes depreciation and amortization, provision for maintenance, construction costs, non comparable costs with investigations, attorneys' fees, costs of termination of former executives and operational startup of Eco135, consolidation of Eco050 (MGO) and Ecopátio Cubatão and expenses to eliminate legal action liabilities in Ecoporto

³ Excludes construction revenue, provision for maintenance and provision (in 2019) of Leniency Agreement and Agreements with Former Executives

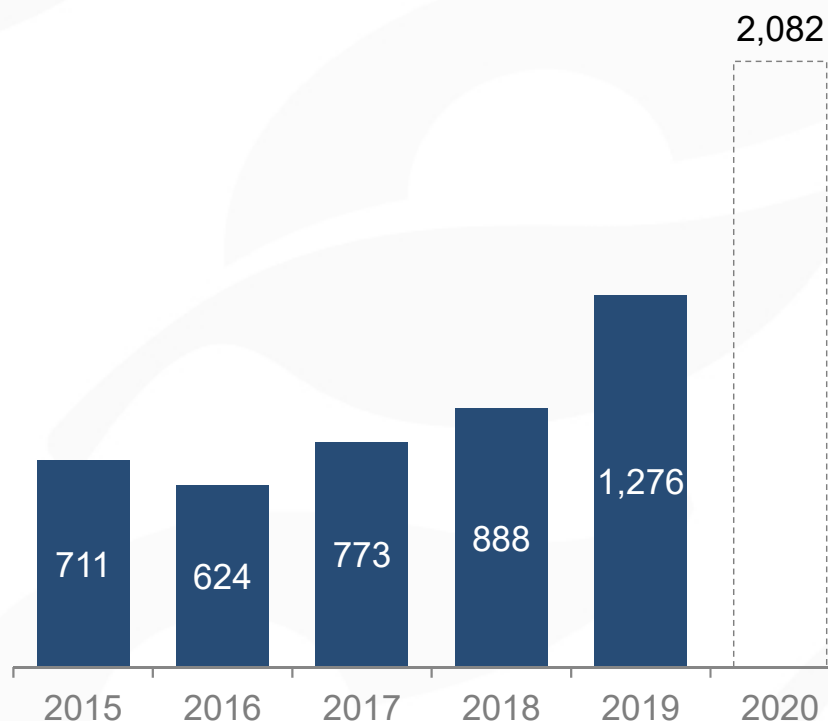
⁴ Considers IFRS 16 and consolidation of Ecopátio Cubatão

Focus on Capex optimization underscores financial discipline and pursuit of efficiency.



Pro-Forma CAPEX (R\$ million)

2020 Estimated CAPEX (R\$ million)



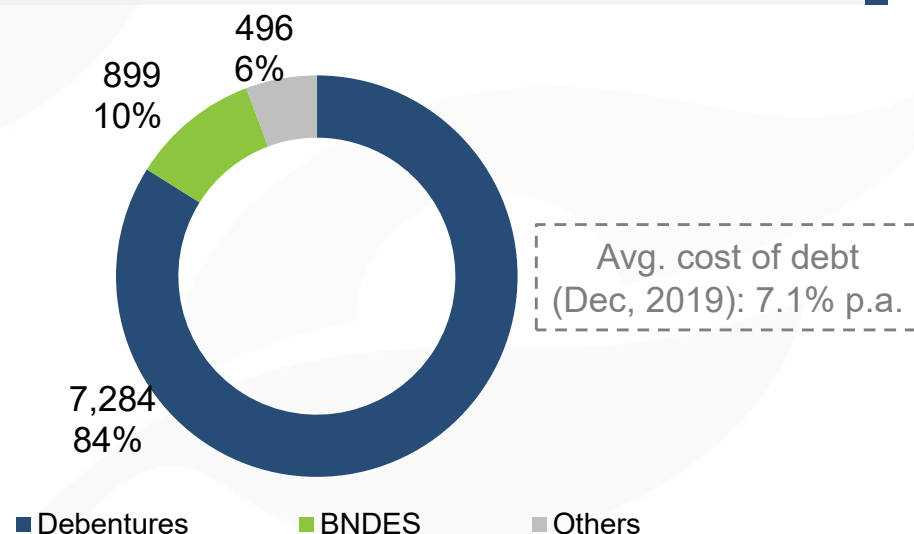
■ Actual Capex □ Estimated Capex

| Company | Intangible Assets/PP&E | Maintenance Costs | Total |
|------------------------------------|------------------------|-------------------|--------------|
| Ecovias dos Imigrantes | 125 | 30 | 155 |
| Ecopistas | 70 | 36 | 106 |
| Ecovia Caminho do Mar | 10 | 22 | 32 |
| Ecocataratas | 30 | 55 | 85 |
| Ecosul | 158 | 9 | 167 |
| Eco101 | 424 | - | 424 |
| Ecoponte | 203 | 15 | 217 |
| Eco135 | 187 | - | 186 |
| Eco050 | 359 | 16 | 376 |
| Ecovias do Cerrado | 305 | - | 305 |
| Ecoporto Santos e Ecopátio Cubatão | 13 | - | 13 |
| Others ¹ | 15 | - | 15 |
| TOTAL | 1,899 | 183 | 2,082 |

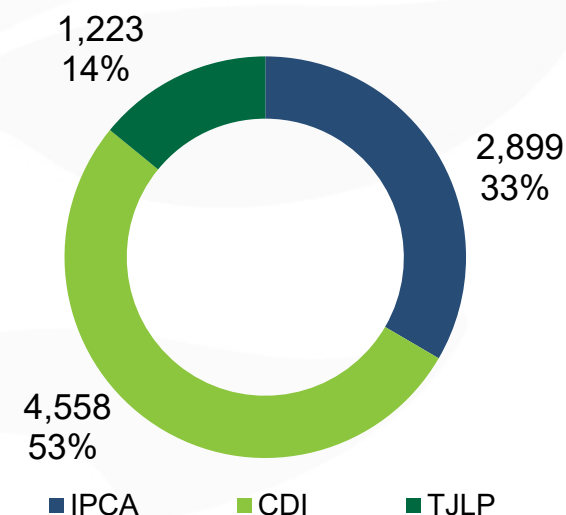
¹ It takes into account Services and Holding.

Robust cash and net debt / EBITDA of 3.2x after the results consolidation of Eco050.

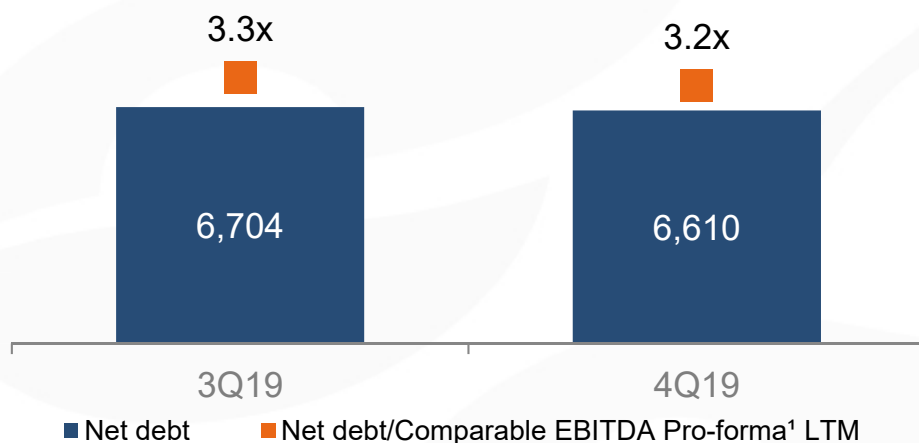
Gross Debt by type (R\$ million and % - Dec, 2019)



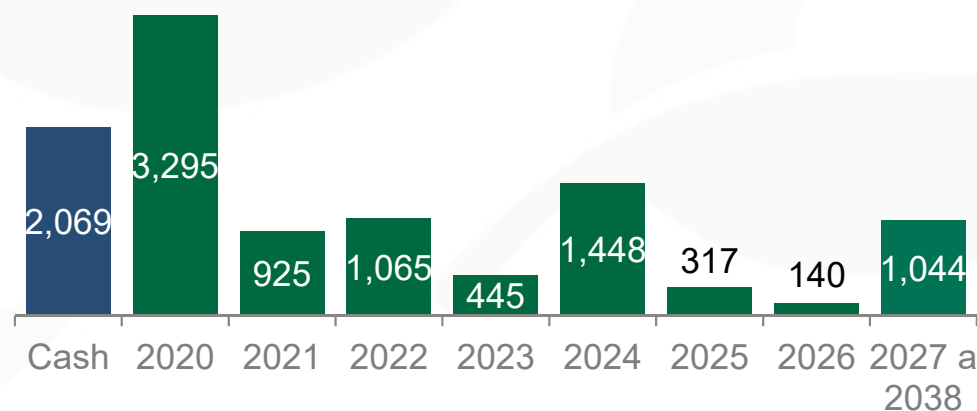
Gross Debt by index (R\$ million and % - Dec, 2019)



Net Debt / EBITDA¹ (R\$ million)



Debt Amortization Schedule: R\$8,679.1 million
(R\$ million)



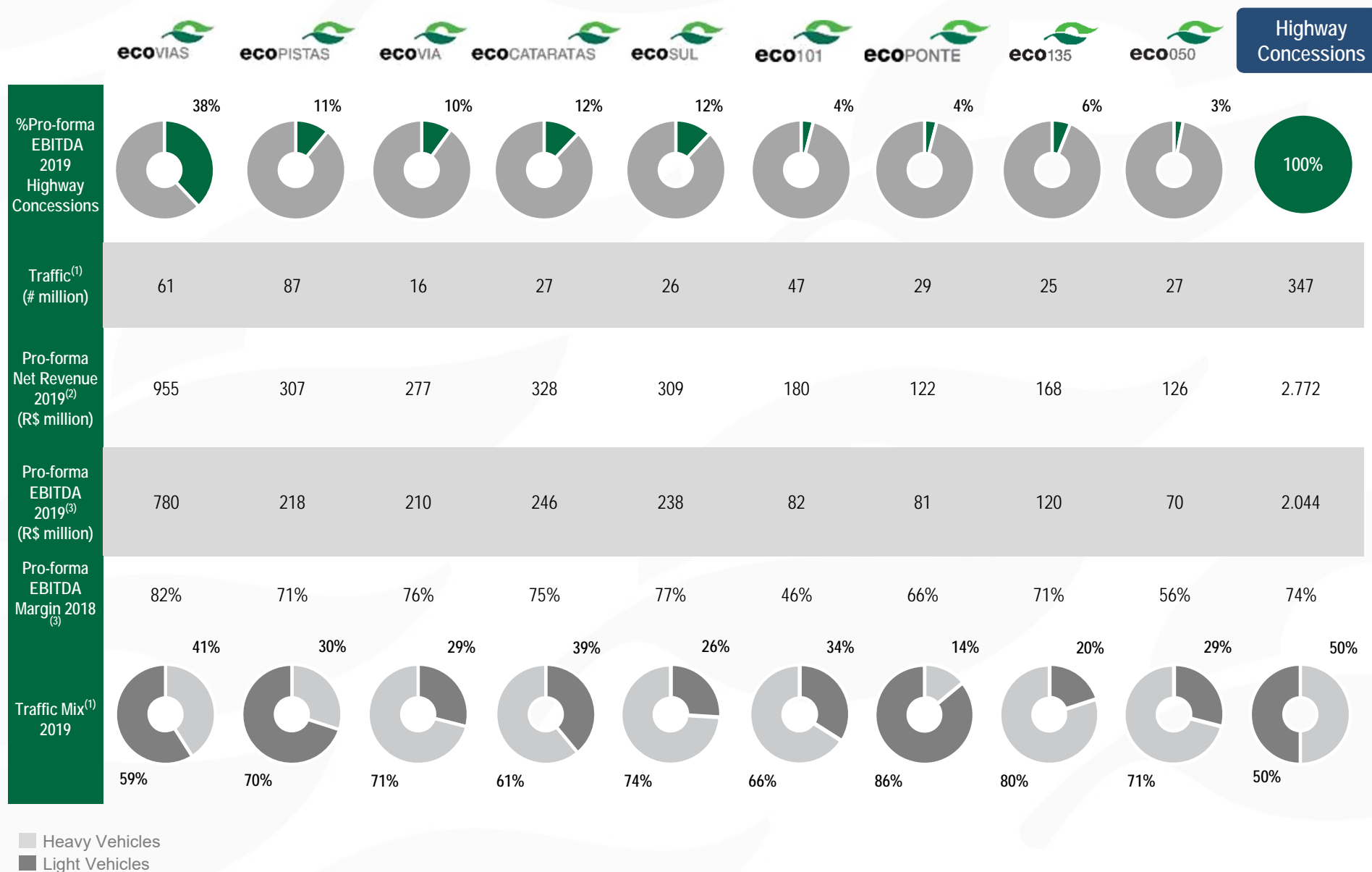
¹ Includes consolidation of pro forma LTM EBITDA of Eco050 (MGO) and excludes provisions for the Leniency Agreement and Agreements with Former Executives.

Diversified portfolio with duration of 11 years without taking into consideration potential extensions. The achievements of the Ecorodoanel, Eco050, Eco135 and Ecovias do Cerrado lengthen Company's duration to 17 years and 1 month (+6 years and 1 month) and 12 years weighted by EBITDA.

| EcoRodovias | Stake (%) | km | Expiry | Remaining duration (year/month) | State |
|--------------------------|-----------|-----|---------------------|---------------------------------|---------|
| Ecovias dos Imigrantes | 100 | 177 | Jun-26 | 6y 0m | SP |
| Ecopistas | 100 | 144 | Jun-39 | 19y 1m | SP |
| Ecovia Caminho do Mar | 100 | 137 | Nov-21 | 1y 6m | PR |
| Ecocataratas | 100 | 387 | Nov-21 | 1y 6m | PR |
| Ecosul | 100 | 457 | Mar-26 | 5y 10m | RS |
| Eco101 | 100 | 476 | May-38 | 18y 0m | ES / BA |
| Ecoponte | 100 | 23 | May-45 | 25y 0m | RJ |
| Ecorodoanel ¹ | 100 | 48 | Dec-50 ¹ | 30y 0m | SP |
| Eco050 | 100 | 437 | Jan-44 | 23y 8m | MG/GO |
| Eco135 | 100 | 364 | Jun-48 | 28y 1m | MG |
| Ecovias do Cerrado | 100 | 437 | Jan-50 | 29y 8m | MG/GO |
| Total | | | | 17y 1m | |

¹ Expiry date subject to review based on the date the asset will be assumed

Current Assets | Highway Concessions



¹ Traffic in equivalent paying vehicles

² Excludes construction revenue and considers IFRS 15

³ Excludes construction revenue and costs, provisions for maintenance

Overview of Traffic | Current figures according to Covid-19 environment

| TRAFFIC VOLUME (equivalent paying vehicles, thousand) | From Mar-16 to May-12, 2020 | From Mar-18 to May-14, 2019 ¹ | Chg. | 2020 ² | 2019 ² | Chg. |
|--|--------------------------------|---|---------------|-------------------|-------------------|---------------|
| Heavy + Light | | | | | | |
| Ecovias dos Imigrantes | 6,710 | 9,280 | -27.7% | 19,814 | 22,549 | -12.1% |
| Ecopistas | 7,341 | 13,549 | -45.8% | 25,112 | 31,940 | -21.4% |
| Ecovia Caminho do Mar | 2,759 | 2,352 | 17.3% | 6,730 | 5,805 | 16.0% |
| Ecocataratas | 3,174 | 3,953 | -19.7% | 9,449 | 9,665 | -2.2% |
| Ecosul | 4,366 | 4,555 | -4.2% | 9,175 | 9,129 | 0.5% |
| Eco101 | 5,869 | 7,424 | -20.9% | 15,970 | 17,560 | -9.1% |
| Ecoponte | 2,454 | 4,607 | -46.7% | 8,340 | 10,561 | -21.0% |
| Comparable Total³ | 32,672 | 45,720 | -28.5% | 94,591 | 107,209 | -11.8% |
| Eco135 ⁴ | 3,926 | 3,745 | 4.8% | 10,820 | 3,582 | n.m. |
| Eco050 ⁵ | 6,207 | 6,519 | -4.8% | 14,891 | 14,785 | 0.7% |
| CONSOLIDATED TRAFFIC VOLUME | 42,806 | 55,984 | -23.5% | 120,302 | 125,575 | -4.2% |

1) For 2019, traffic on the same days of the week was considered. 2) Includes toll collection up to May 12, inclusive. 3) Excludes toll collection at Eco135 and Eco050. 4) Considers toll collection as from April 1, 2019. 5) For 2019, the concessionaire's traffic prior to the acquisition of Ecorodovias was considered

Note: Equivalent paying vehicle is a basic unit of reference in toll collection statistics on the Brazilian market. Light vehicles, such as automobiles, correspond to an equivalent vehicle unit. Heavy vehicles such as trucks and buses are converted to equivalent vehicles by a multiplier applied to the number of axles per vehicle, as established in the terms of each concession agreement.

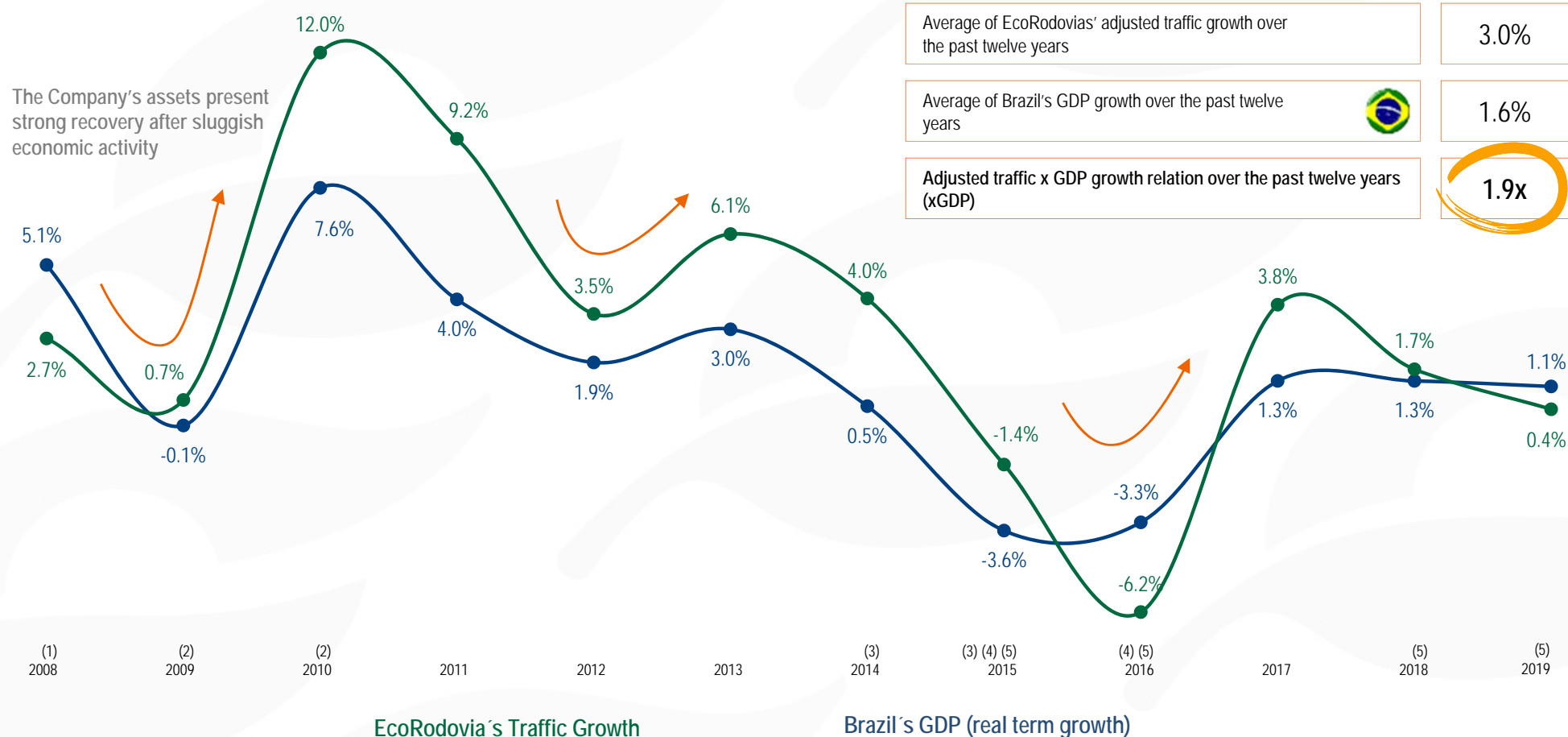
Preventive and mitigating measures to minimize the impacts arising from the COVID-19 pandemic:

- ✓ Creation of an internal committee to discuss the matter;
- ✓ Adopting remote work for all employees who can perform their activities outside the company's facilities;
- ✓ Availability of hand sanitizers at all workstations, including in toll booths;
- ✓ Suspension of international travel and restriction on domestic travel;
- ✓ Frequent monitoring of potential operational, financial, and regulatory impacts on our business; and
- ✓ Regularly providing information and recommendations on the topic, and constantly monitoring for any changes and new guidance from officials in order to make any adaptation within our company.



Ecorodovias' traffic growth rate kept well above Brazil's GDP growth
Even in years of recession traffic showed resilience

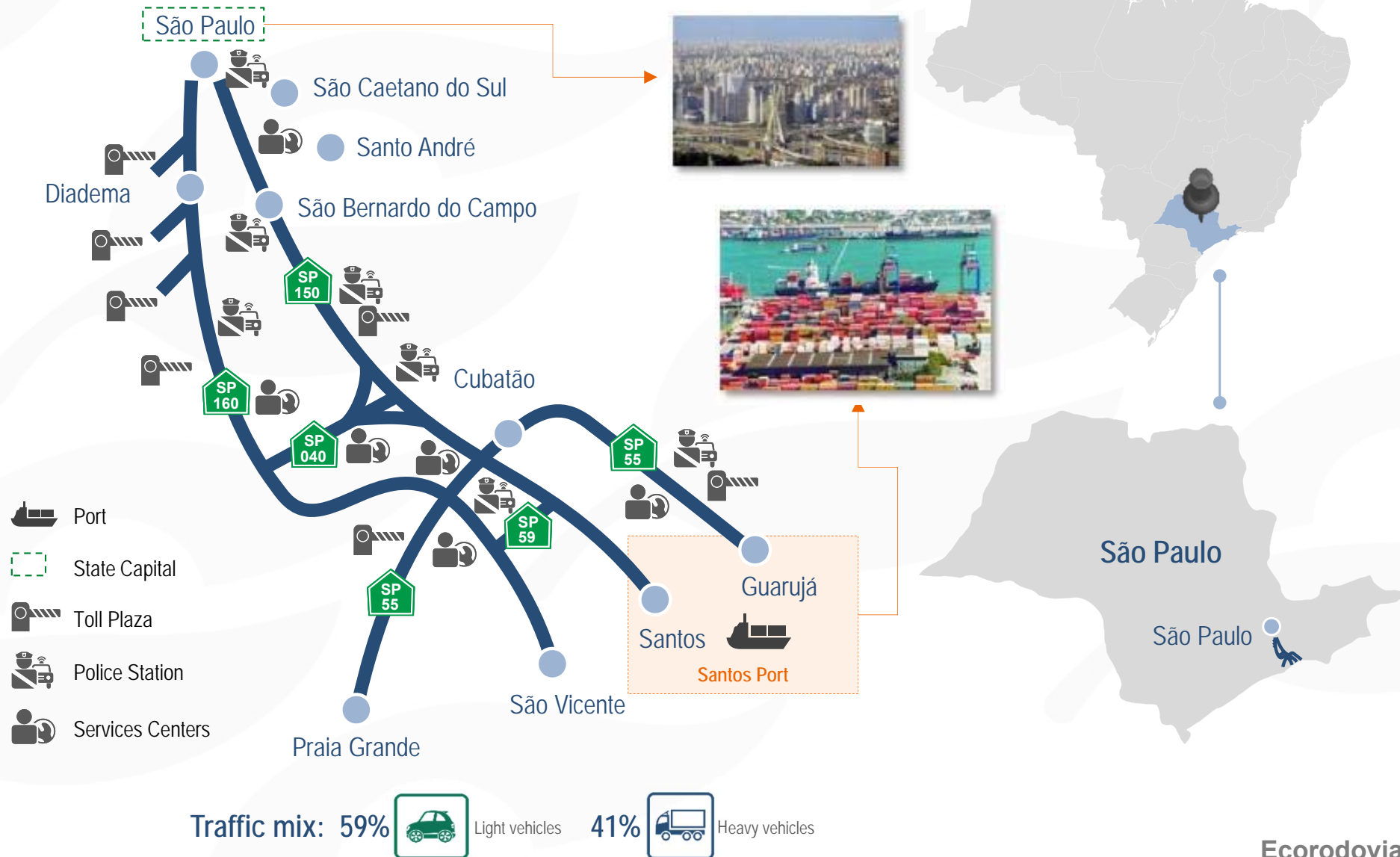
Adjusted Traffic Performance Compared to General Economic Performance (GDP)



Notes: (1) Ecocataratas not included (acquired in 2008); (2) Ecopistas not included (non operational in the beginning of 2009); (3) Eco101 not included, as operations started in 2014; (4) Ecofonte not included, as operations started in 2015; (5) Excludes tolls for suspended axles and the period from May 21 to June 3 during which traffic was affected by the truckers' strike and toll collection at Eco135 and Eco050.

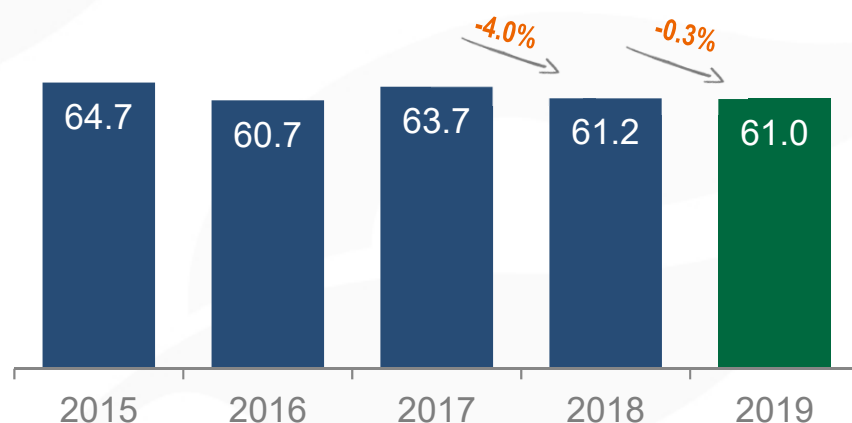
Ecovias is one of the most important highways in the State of São Paulo, connecting the metropolitan region to Santos Port, the largest in Latin America

Road Overview and Location

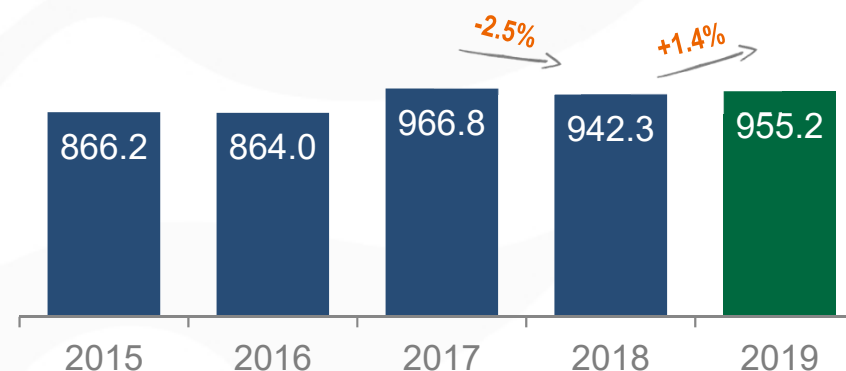


Effects from the truckers' strike and the toll exemption for suspended axles affected EBITDA

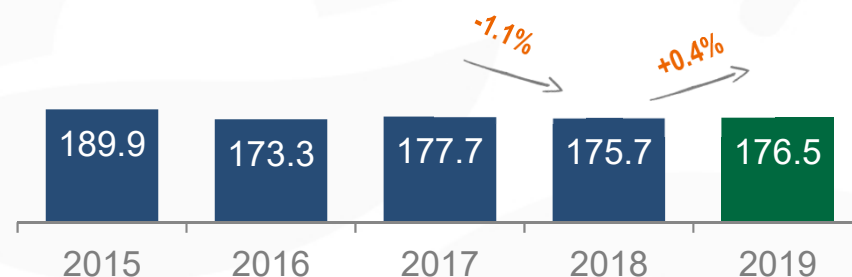
Traffic Volume (million of vehicles¹)



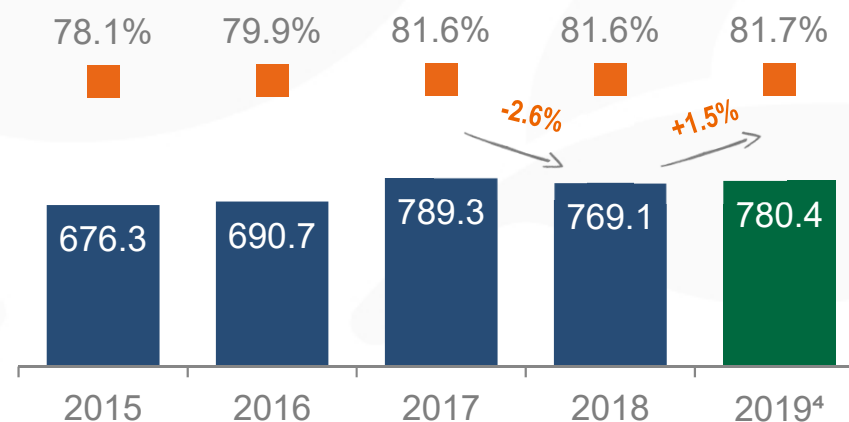
Pro-Forma Net Revenue² (R\$ million)



Cash Cost (R\$ million)



EBITDA³ and EBITDA Margin, Pro-Forma³ (R\$ million)



¹ Equivalent paying vehicles

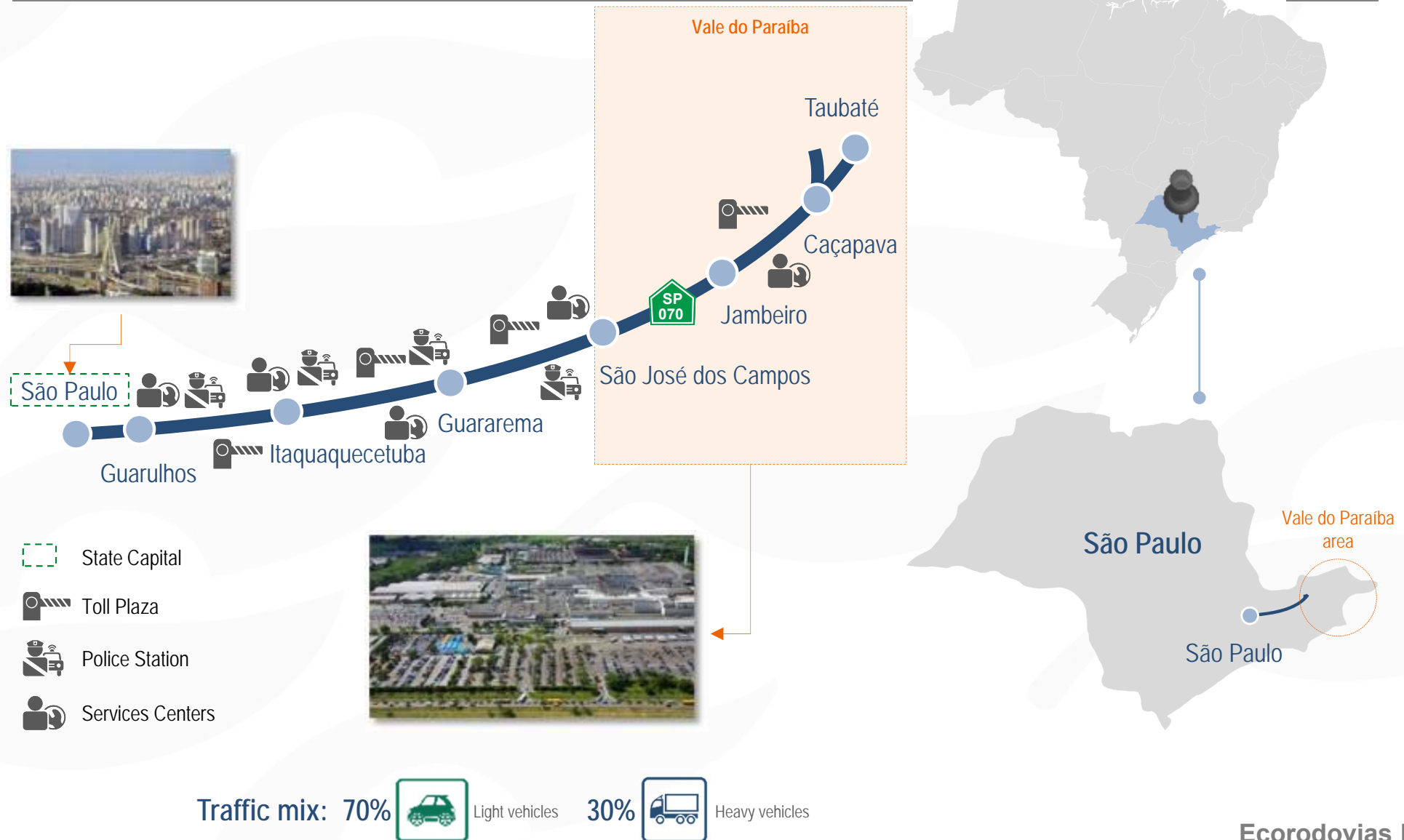
² Excludes construction revenue

³ Excludes construction revenue and costs, provisions for maintenance

⁴ Considers IFRS 16

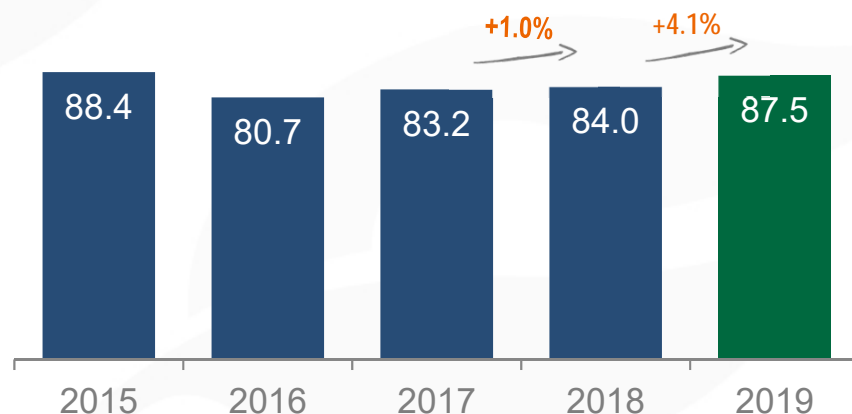
One of the most important highways for the distribution of industrial production from Vale do Paraíba region

Road Overview and Location

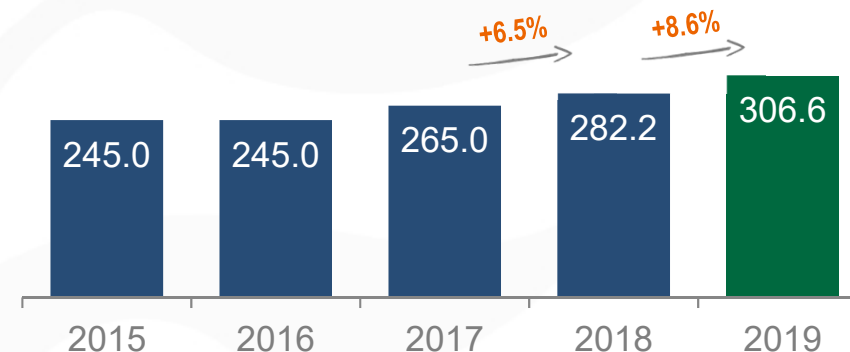


EBITDA growth driven by higher traffic and tariff adjustment

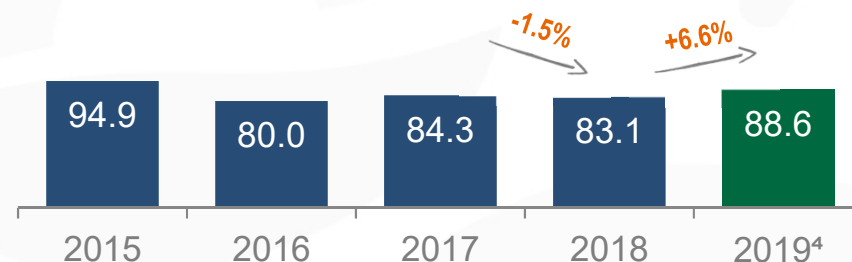
Traffic Volume (million of vehicles¹)



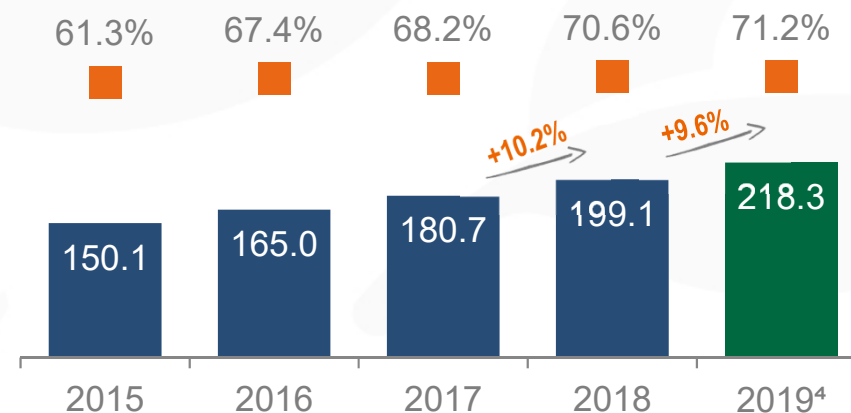
Pro-Forma Net Revenue² (R\$ million)



Cash Cost (R\$ million)



EBITDA³ and EBITDA Margin, Pro-Forma³ (R\$ million)



¹ Equivalent paying vehicles

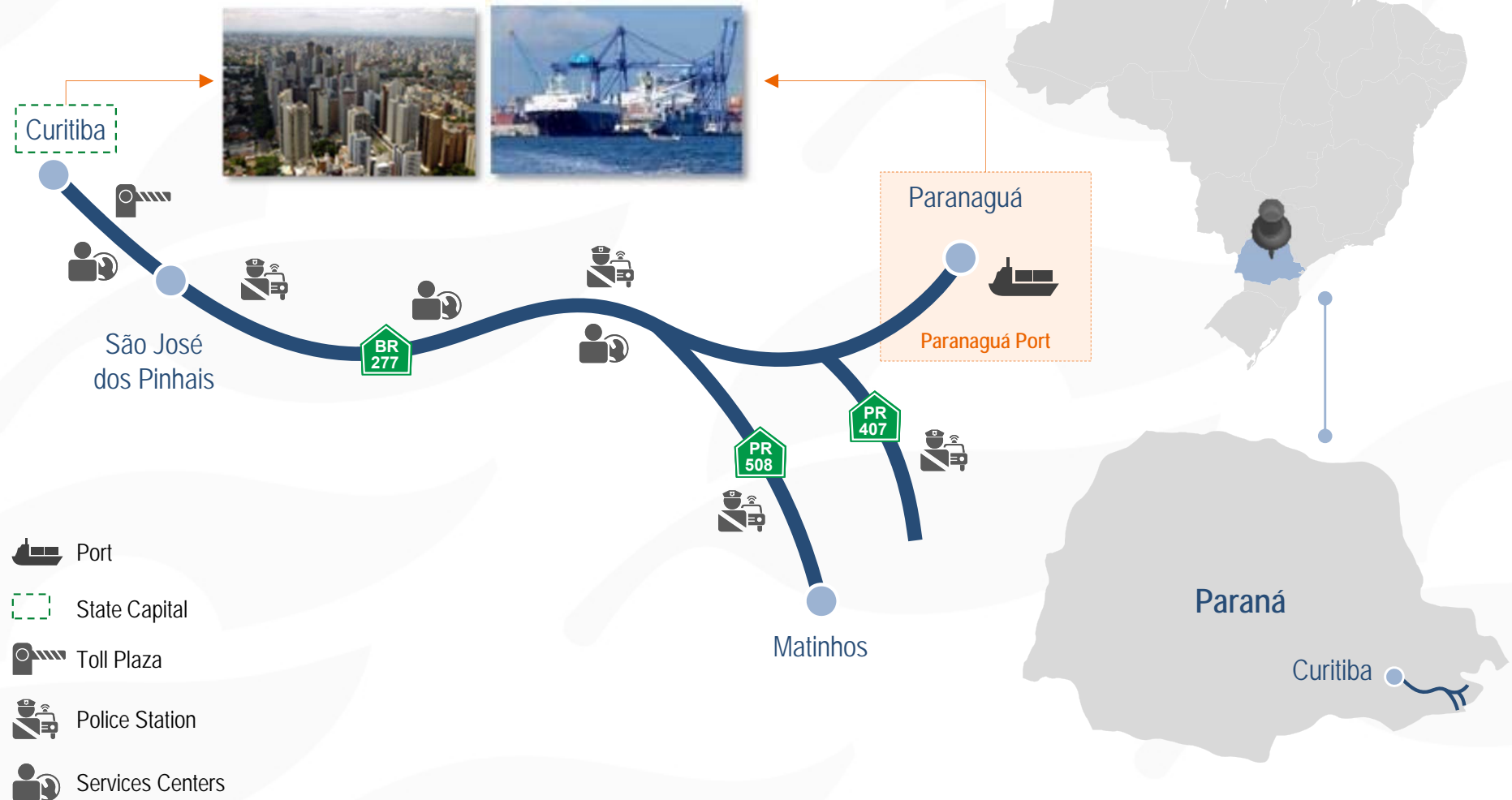
² Excludes construction revenue

³ Excludes construction revenue and costs, provisions for maintenance

⁴ Considers IFRS 16

Important highway connecting Curitiba to cities in the coast of the State of Paraná and to Paranaguá Port

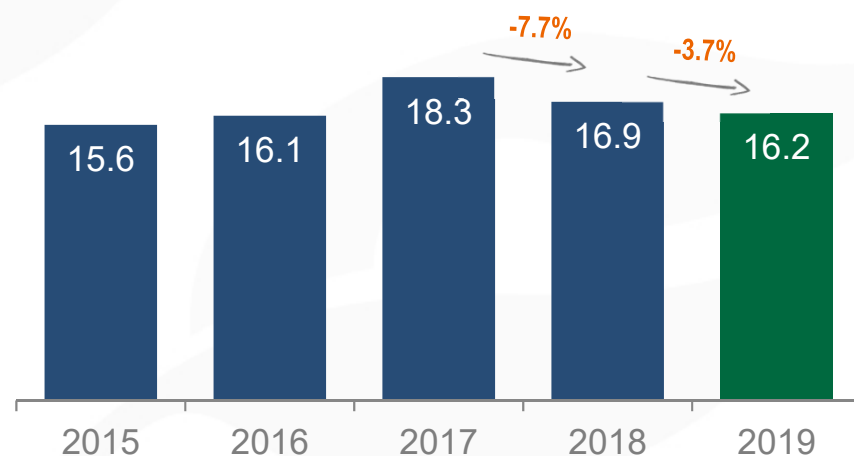
Road Overview and Location



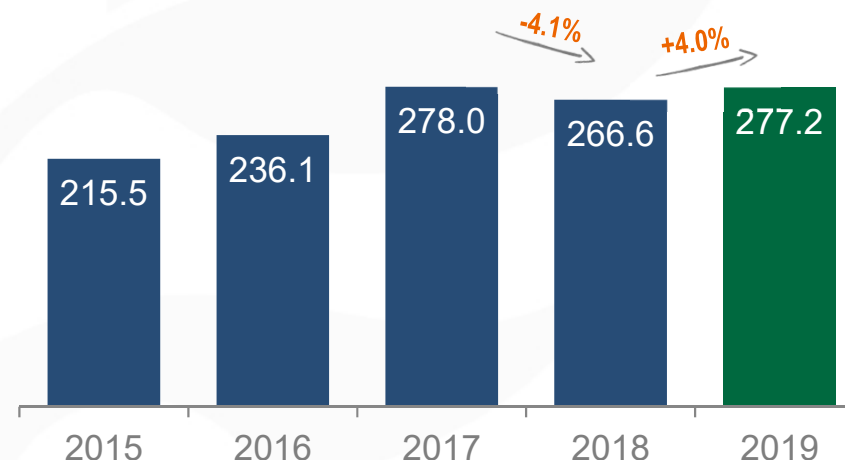
Traffic mix: 29%  Light vehicles 71%  Heavy vehicles

Effects from the truckers' strike and the toll exemption for suspended axles affected EBITDA

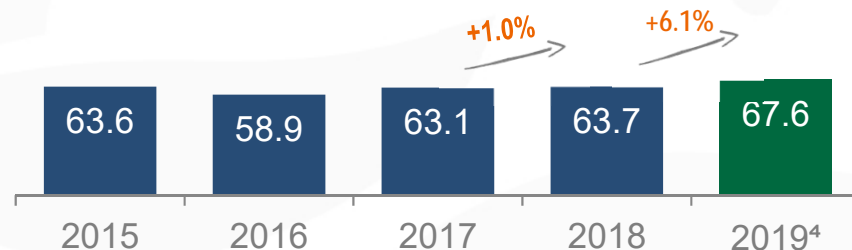
Traffic Volume (million of vehicles¹)



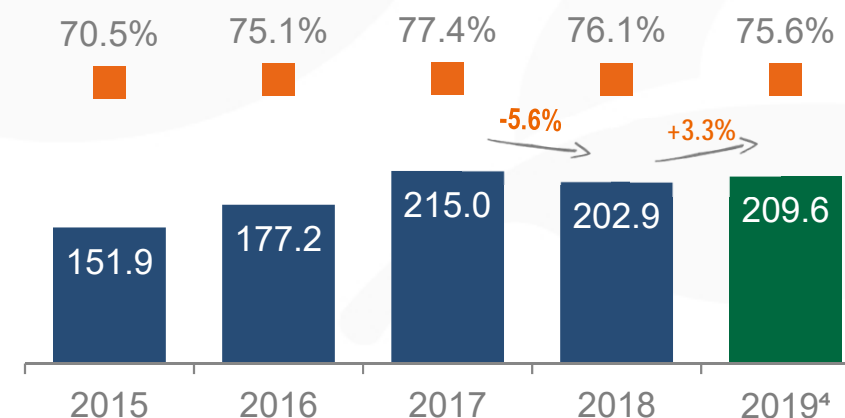
Pro-Forma Net Revenue² (R\$ million)



Cash Cost (R\$ million)



EBITDA³ and EBITDA Margin, Pro-Forma³ (R\$ million)



¹ Equivalent paying vehicles

² Excludes construction revenue

³ Excludes construction revenue and costs, provisions for maintenance

⁴ Considers IFRS 16

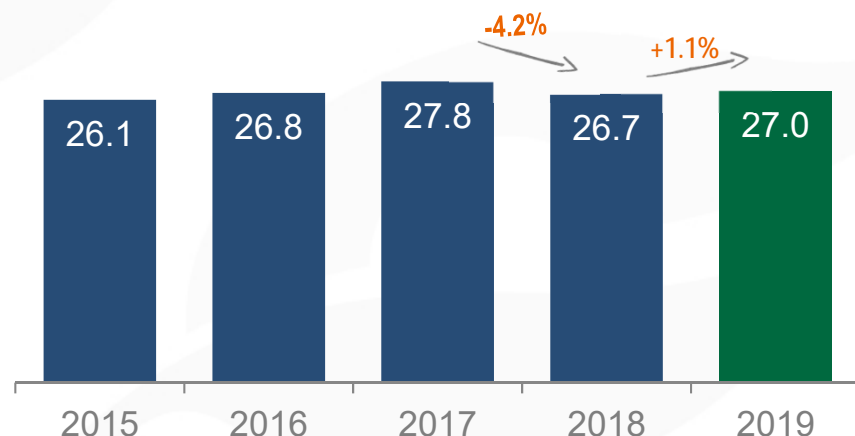
One of the main highways connecting the interior of the State of Paraná with the tourist destinations of Foz do Iguaçu and the Tri-Border (Brazil, Argentina and Paraguay)

Road Overview and Location

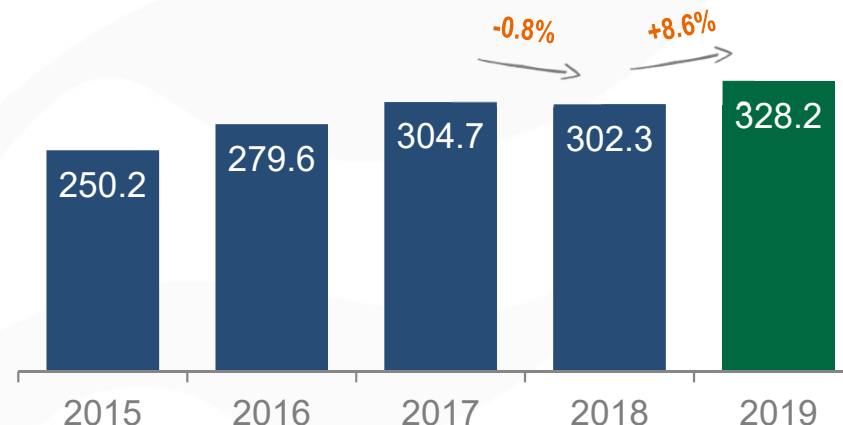


Traffic increase and tariff adjustments offset the effects from the truckers' strike and the toll exemption for suspended axles

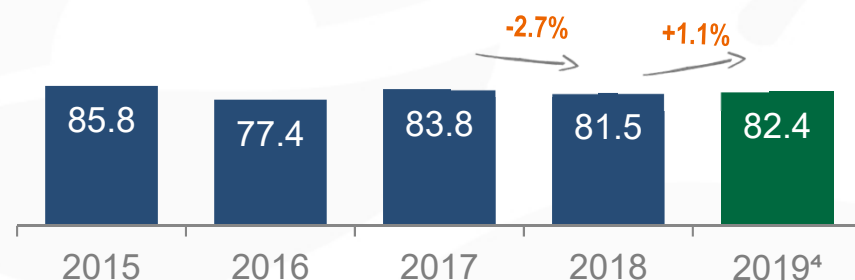
Traffic Volume (million of vehicles¹)



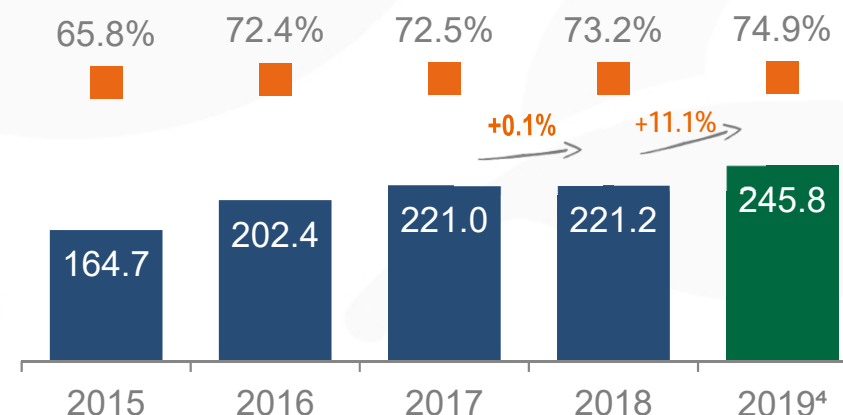
Pro-Forma Net Revenue² (R\$ million)



Cash Cost (R\$ million)



EBITDA³ and EBITDA Margin, Pro-Forma³ (R\$ million)



¹ Equivalent paying vehicles

² Excludes construction revenue

³ Excludes construction revenue and costs, provisions for maintenance

⁴ Considers IFRS 16

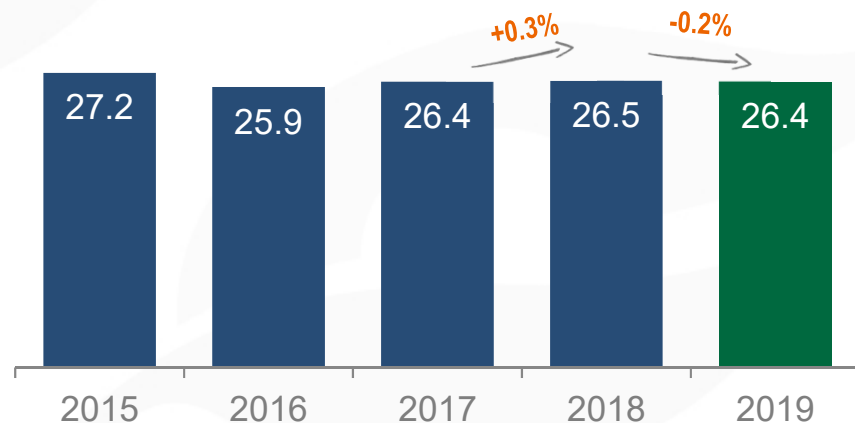
Highways that connect the Pelotas Hub to the Port of Rio Grande

Road Overview and Location

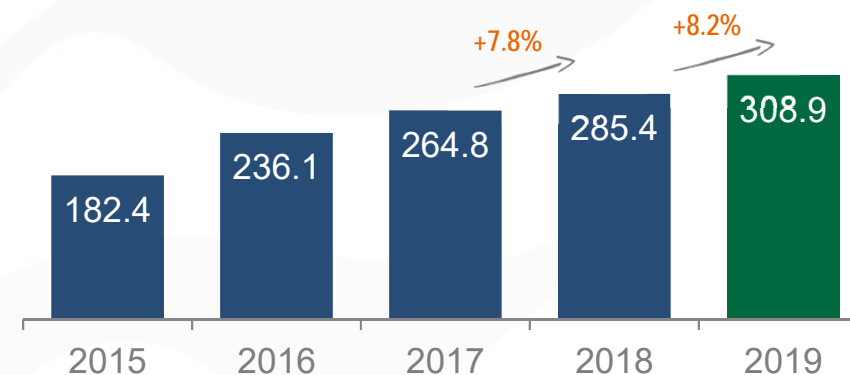


Tariff adjustment supports EBITDA growth in 2019

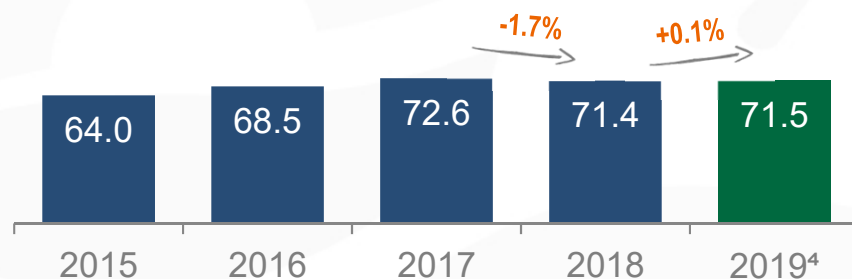
Traffic Volume (million of vehicles¹)



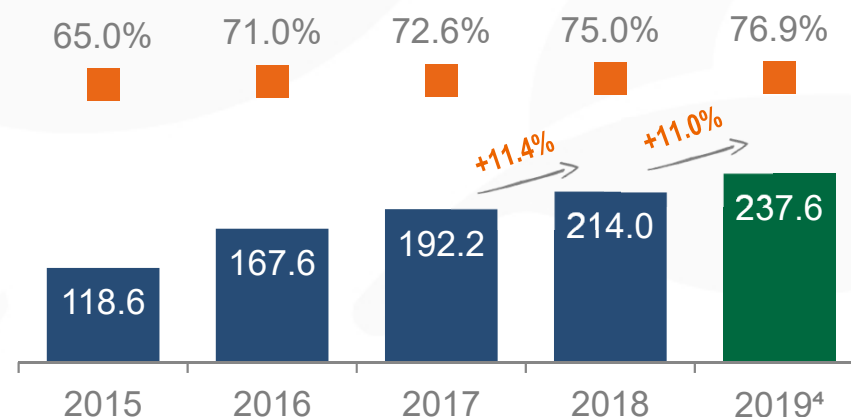
Pro-Forma Net Revenue² (R\$ million)



Cash Cost (R\$ million)



EBITDA³ and EBITDA Margin, Pro-Forma³ (R\$ million)



¹ Equivalent paying vehicles

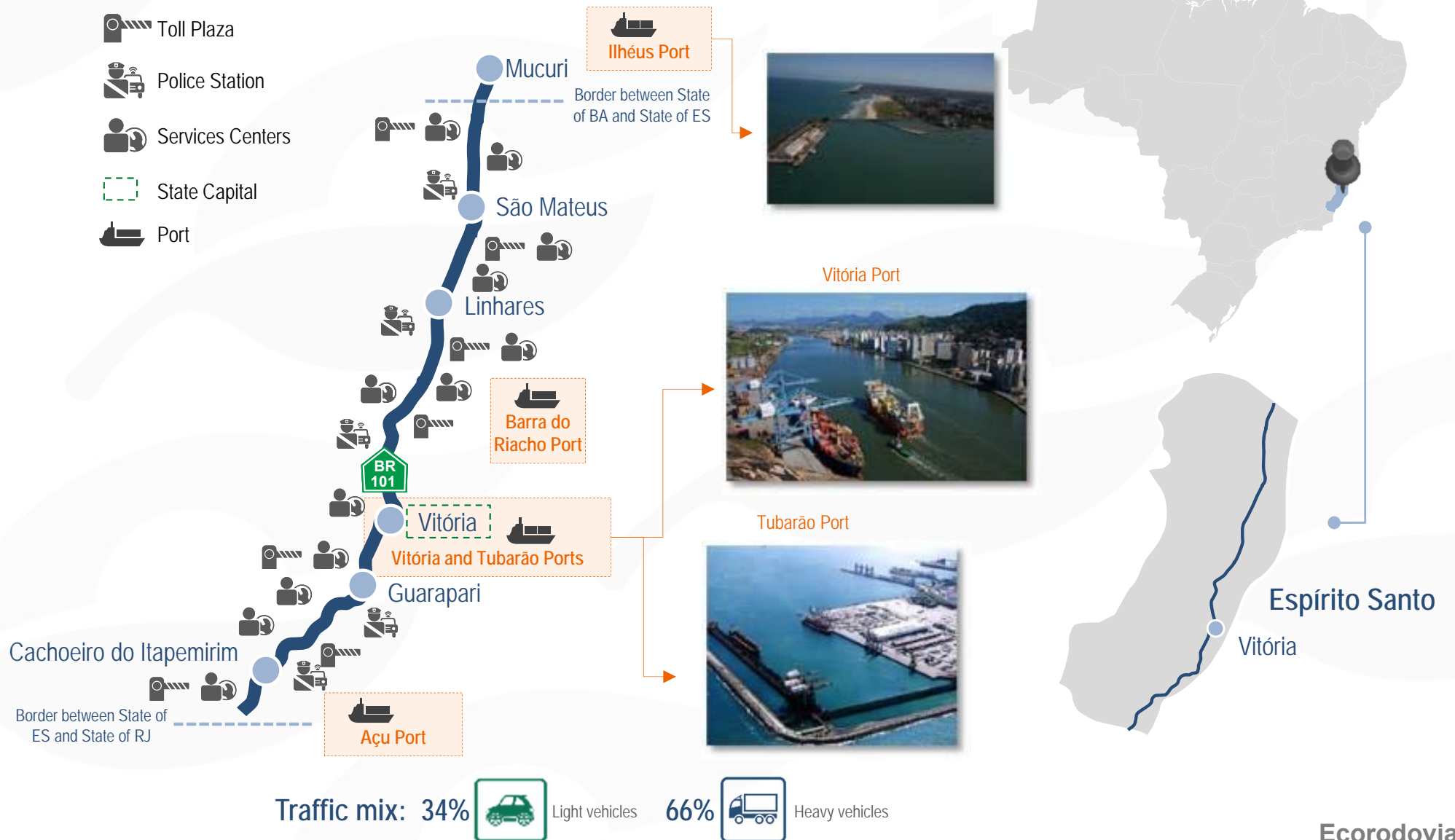
² Excludes construction revenue

³ Excludes construction revenue and costs, provisions for maintenance

⁴ Considers IFRS 16

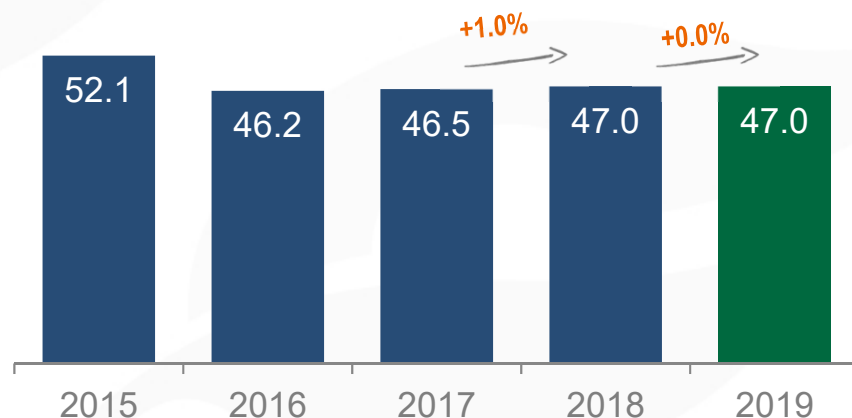
The highway crosses 25 cities and reaches five major ports: Vitória, Tubarão, Açú, Ilhéus and Barra do Riacho

Road Overview and Location

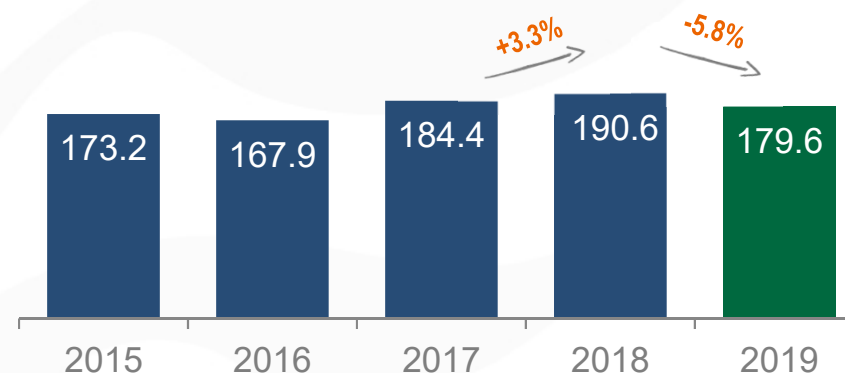


Tariff reduction impacted financial performance in 2019

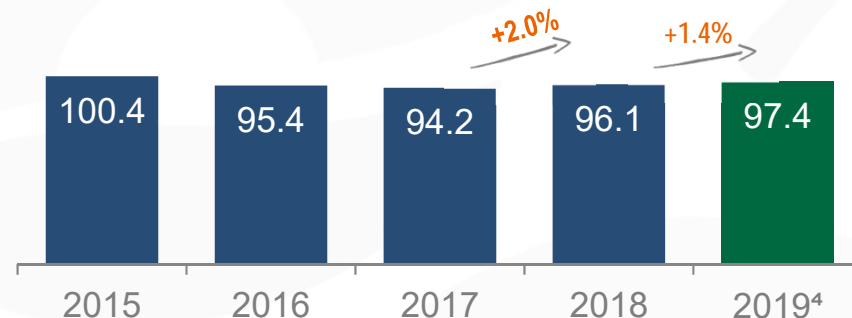
Traffic Volume (million of vehicles¹)



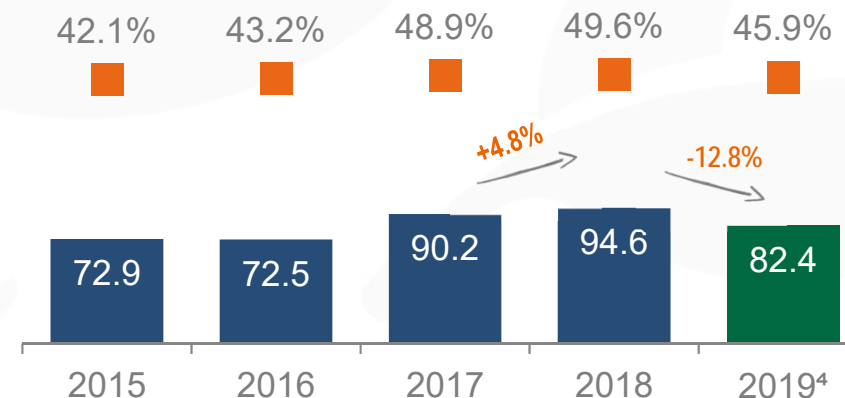
Pro-Forma Net Revenue² (R\$ million)



Cash Cost (R\$ million)



EBITDA³ and EBITDA Margin, Pro-Forma³ (R\$ million)



¹ Equivalent paying vehicles

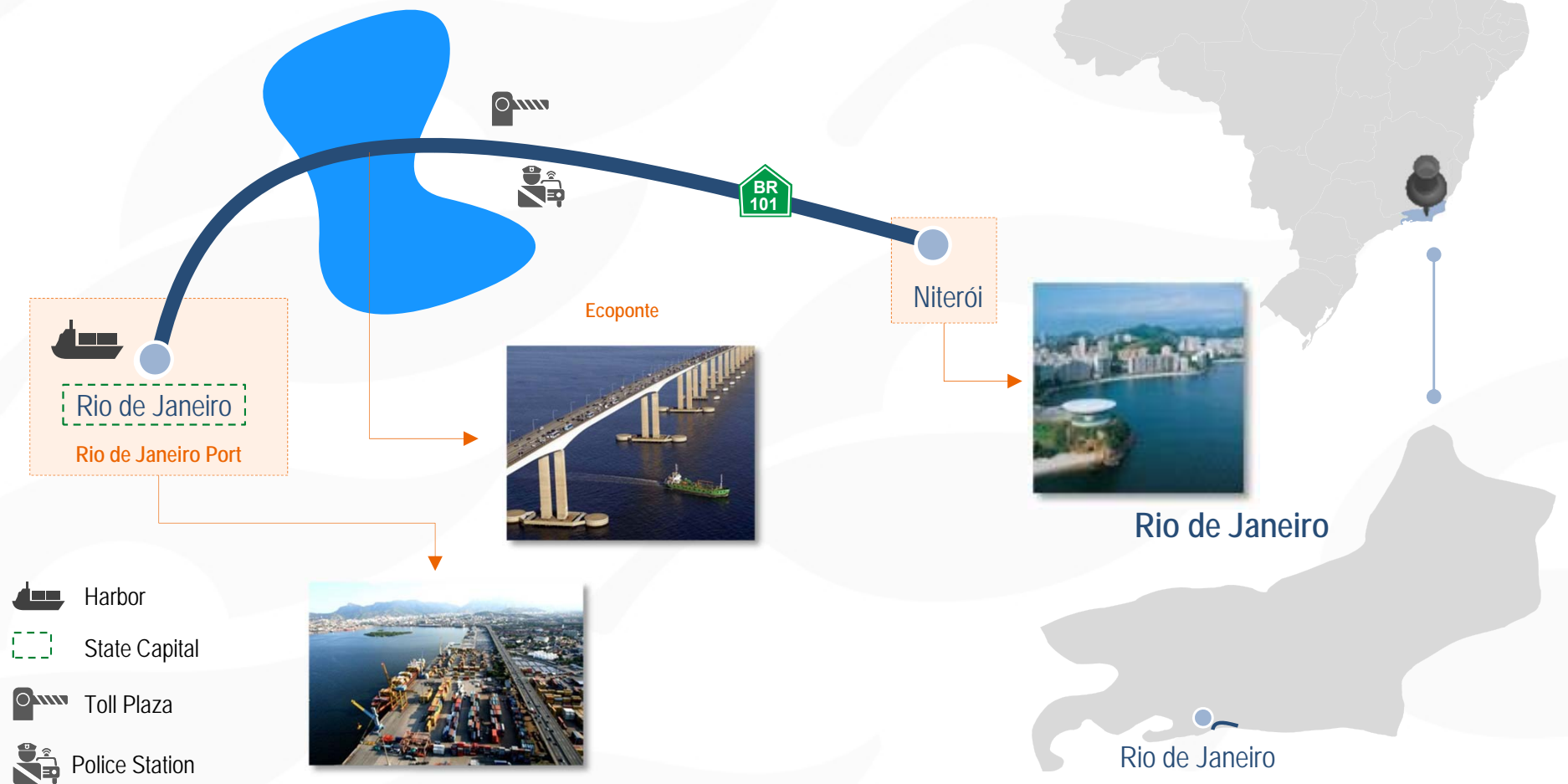
² Excludes construction revenue

³ Excludes construction revenue and costs, provisions for maintenance

⁴ Considers IFRS 16

The largest bridge in the Southern Hemisphere, is also the main connection between Rio de Janeiro City, Niterói and the countryside of the state

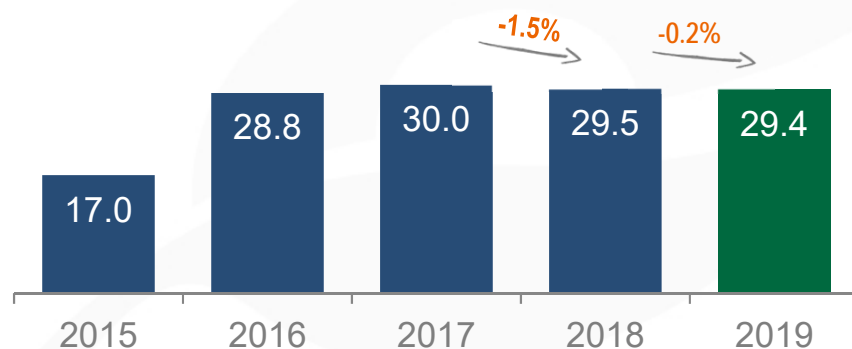
Road Overview and Location



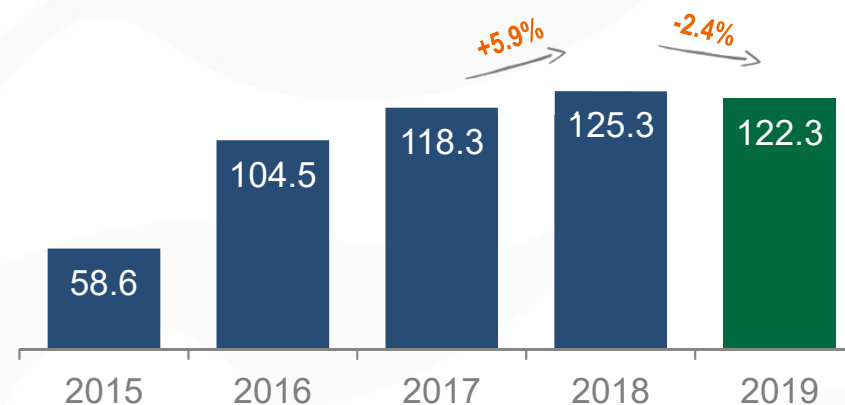
Traffic mix: 86%  Light vehicles 14%  Heavy vehicles

Reduction of ancillary revenue impacted financial performance in 2019

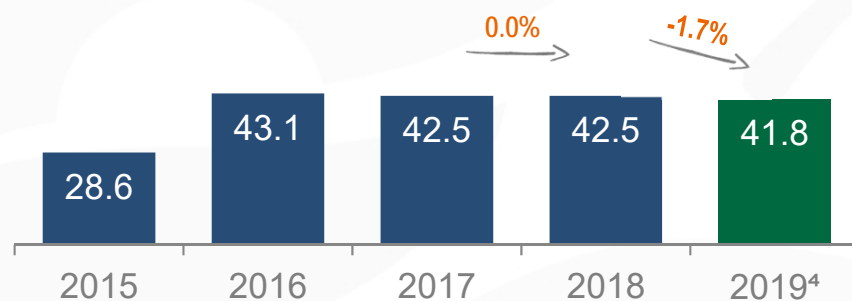
Traffic Volume (million of vehicles¹)



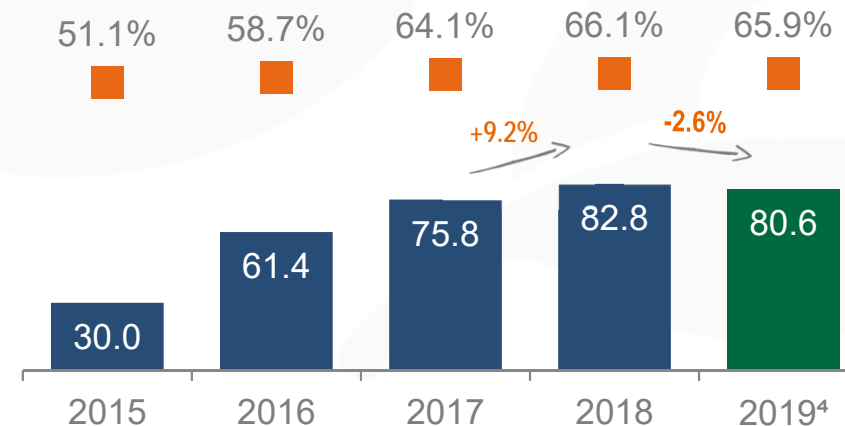
Pro-Forma Net Revenue² (R\$ million)



Cash Cost (R\$ million)



EBITDA³ and EBITDA Margin, Pro-Forma³ (R\$ million)



¹ Equivalent paying vehicles

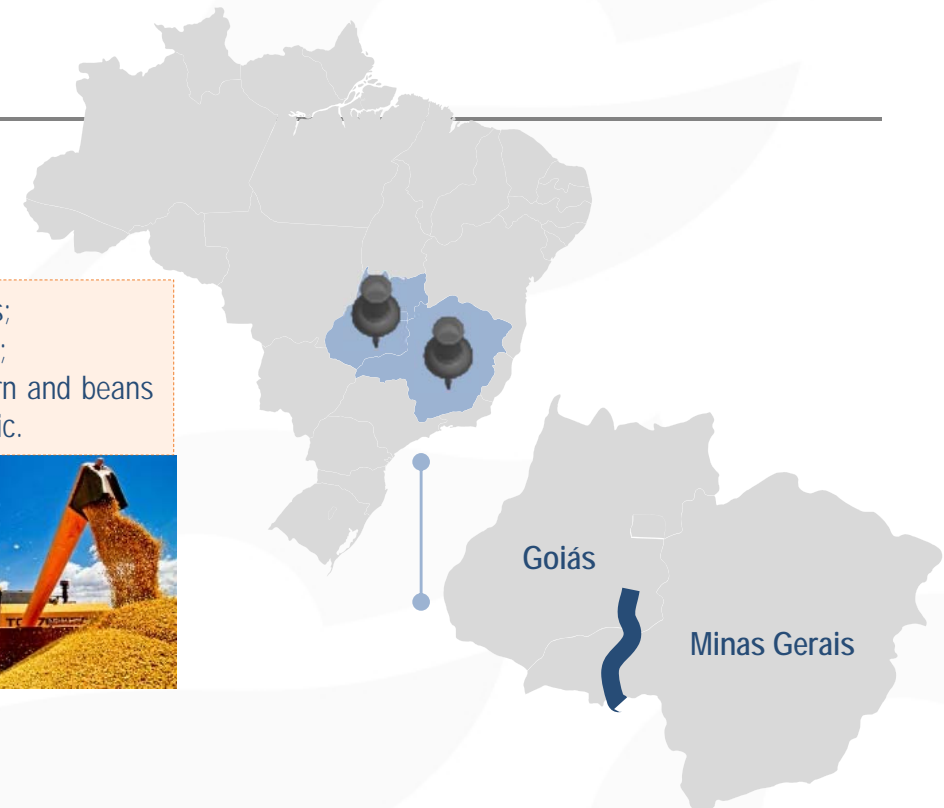
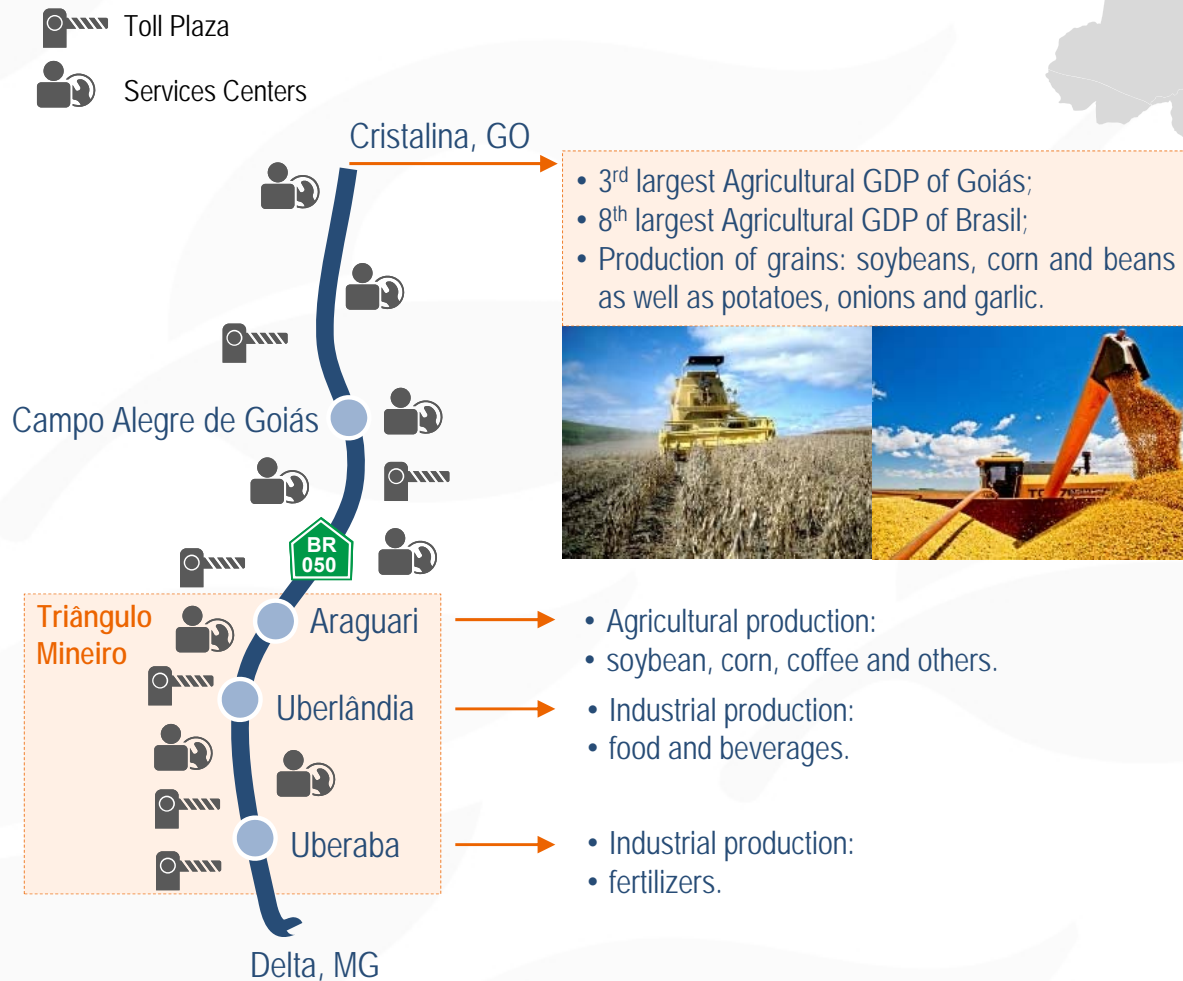
² Excludes construction revenue

³ Excludes construction revenue and costs, provisions for maintenance

⁴ Considers IFRS 16

The concession straddles between Cristalina (GO) and Delta (MG) through 436.6 Km, passing through the important region of the Triângulo Mineiro.

Road Overview and Location



| Financial Performance | 2019 ¹ |
|--------------------------------------|-------------------|
| Traffic Volume (million of vehicles) | 26.9 |
| Pro-Forma Net Revenue (R\$ million) | 126.0 |
| Cash Cost (R\$ million) | 55.9 |
| Pro-Forma EBITDA (R\$million) | 70,3 |
| Pro-Forma EBITDA Margin | 55.8% |

Traffic mix: 29%



Light vehicles

71%



Heavy vehicles

¹ Considers the period between June and December

The highway is one of the main interconnection routes between the northeast and southeast/south of the country, major grain corridor in the country.

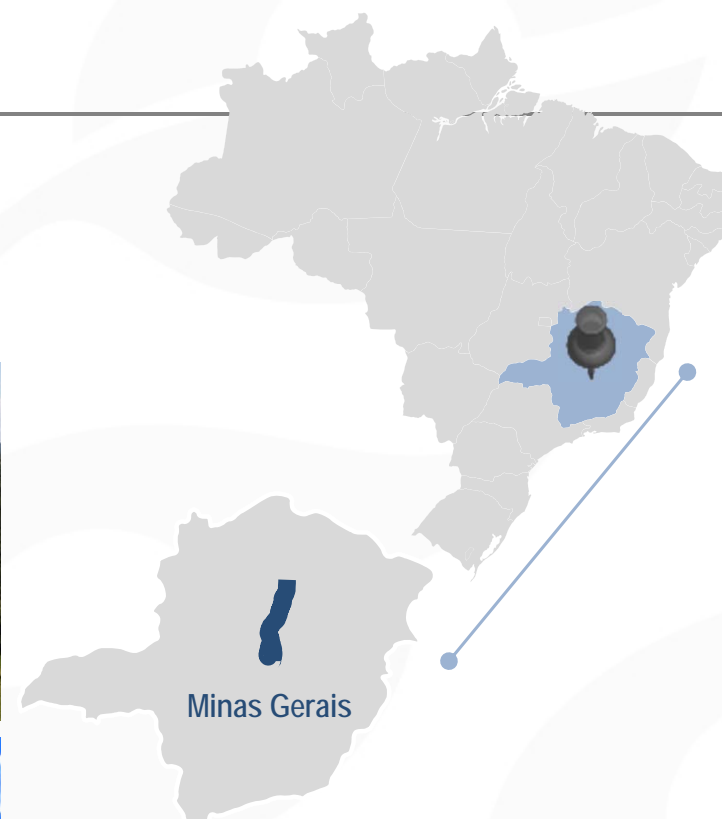
Road Overview and Location



- 7th largest GDP of Minas Gerais;
- Industrial production: food, biotechnology, cement and textile.



Eco135 started toll collection at its six toll plazas on April 1st, 2019



| Financial Performance | 2019 |
|--------------------------------------|-------|
| Traffic Volume (million of vehicles) | 25.3 |
| Pro-Forma Net Revenue (R\$ million) | 168.4 |
| Cash Cost (R\$ million) | 48.9 |
| Pro-Forma EBITDA (R\$million) | 119.5 |
| Pro-Forma EBITDA Margin | 71.0% |

Traffic mix: 20%



Light vehicles

80%



Heavy vehicles

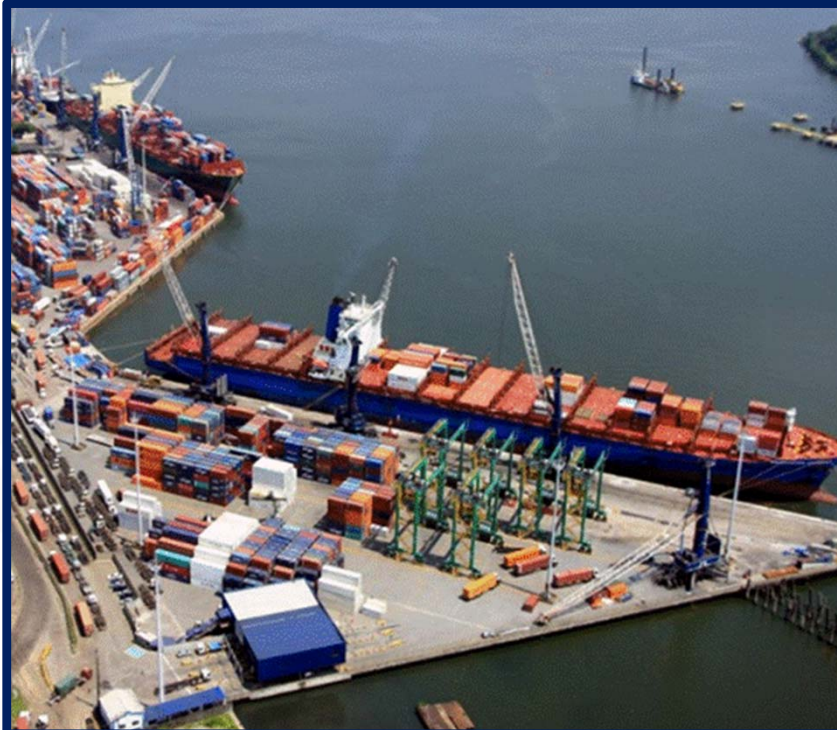
Overview | Ecovias do Cerrado (BR-364/365)

The highway is one of the main interconnection roads between the Midwest and the state of São Paulo, connecting Jataí (GO) to Uberlândia (MG) with 437.0 km.

Road Overview and Location



Contract Rebalancing



Ecoporto Santos

Quay Length:

✓ 703 meters

Handling Capacity:

✓ 524,000 containers/year

Warehousing Capacity:

✓ 135,000 containers/year

Total Area:

✓ 175,000 m²



The achievement of the North Beltway (Rodoanel Norte) lengthen Ecorodovias' portfolio duration

North Beltway (Rodoanel Norte):

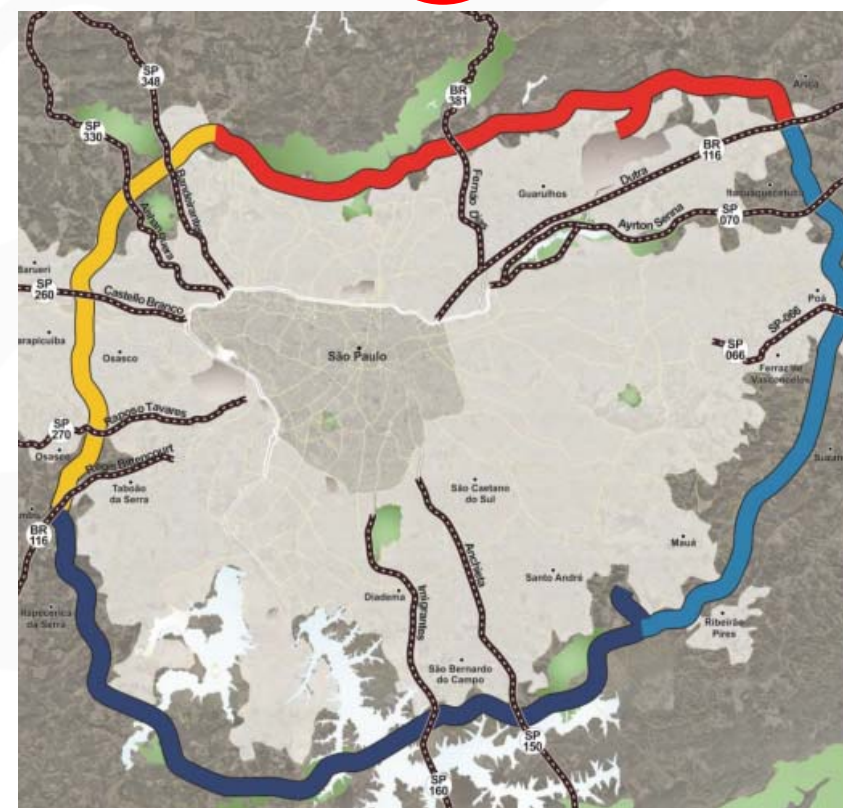
Concession tenor: 30 years

- ✓ Auction criteria by highest upfront fee:
 - ✓ **Ecorodovias Proposal: R\$883 million**
- ✓ Variable concession fee: 15% of Toll + Ancillary Revenues
- ✓ **CAPEX¹**: R\$581 million for toll plazas construction and maintenance of the stretch until the end of the concession
- ✓ **Financing**: IFC, Market and Equity

Status of the Project:

- ✓ Pending of concession agreement signature, due to delay of construction works to be delivery by the Government of State of São Paulo;
- ✓ On January, 2020, a decision was announced to suspend the bid process for Rodoanel Norte until June 30, 2020.

48
km



¹ ARTESP

- ✓ Friendly environment to discussion with the regulator to solve imbalances and new investments



Current contract status



Imbalances under discussion



New opportunities

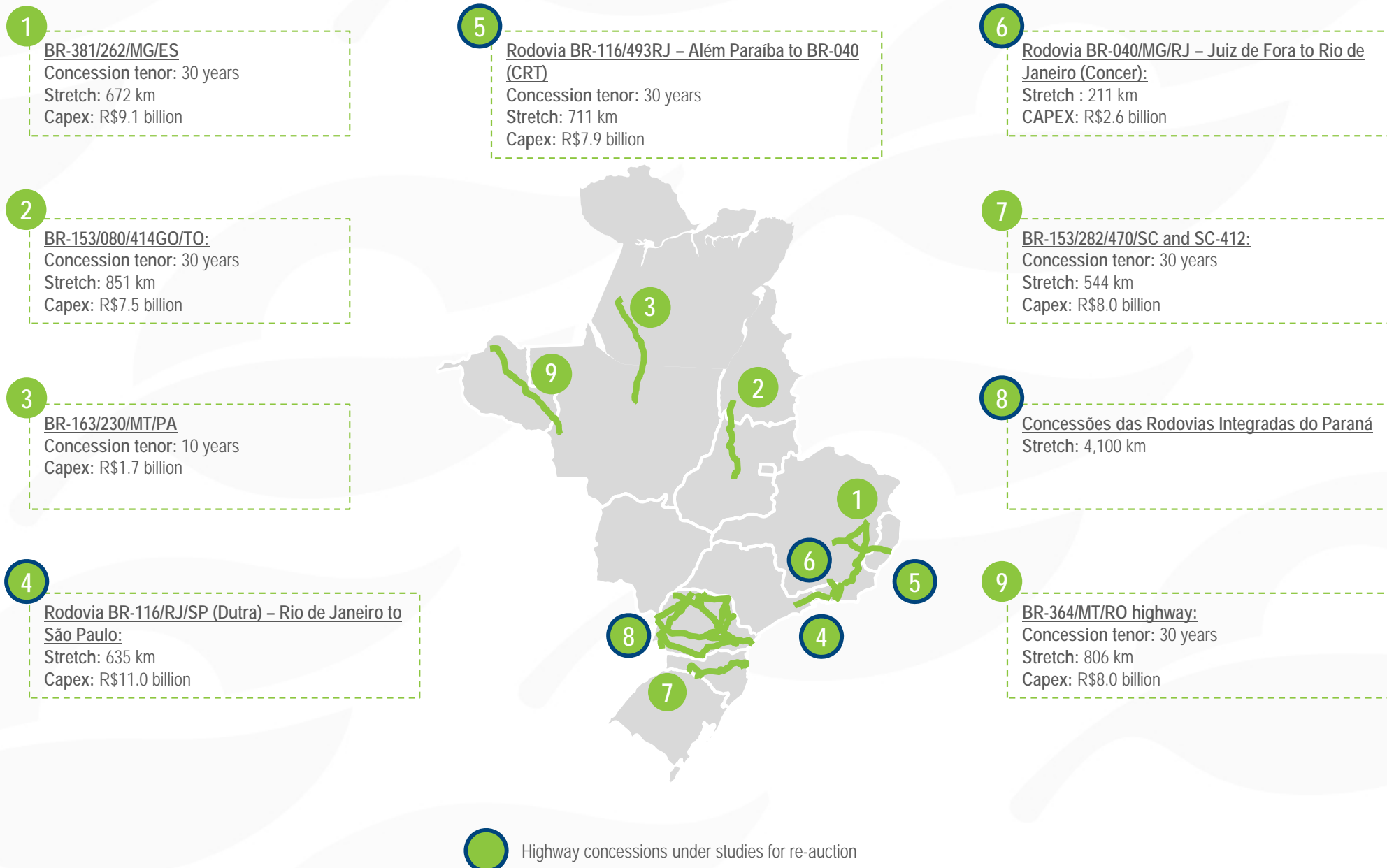


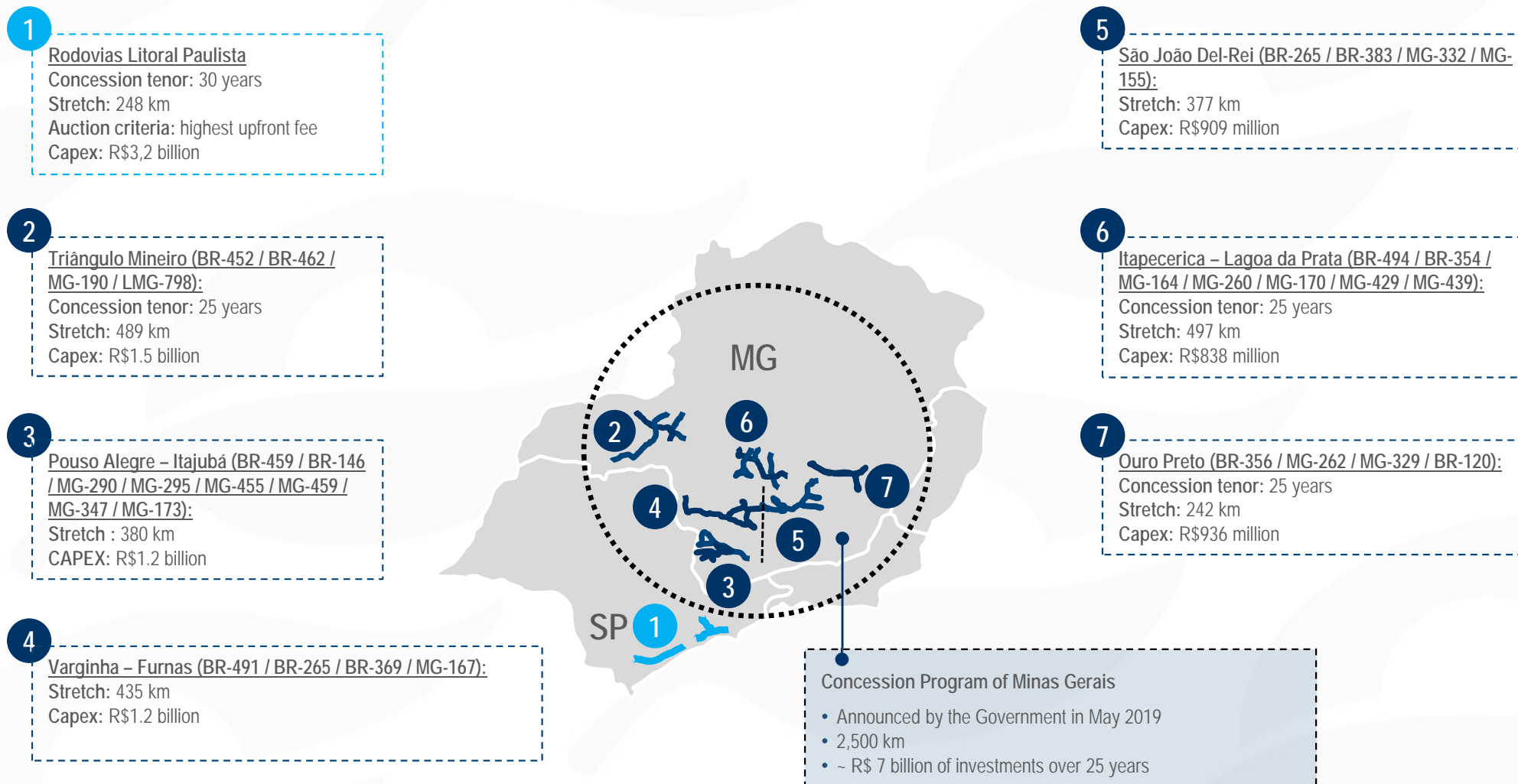
¹ Marginal Cash Flow Metodology

Ecorodovias is consistently looking into new investment opportunities that allow the company to sustainably grow.

| Participation in Public Bidding Processes | | | |
|---|--------------------|--------------|-----------------------------|
| Infrastructure Assets | Granting authority | Bidding Year | Ecorodovias' Position |
| Ayrton Senna Highway | ARTESP | 2009 | 1st Place |
| South and East SP Beltway | ARTESP | 2010 | 3 rd Place |
| BR-101/ES/BA | ANTT | 2012 | 1st Place |
| BR-050/GO/MG | ANTT | 2013 | 3 rd Place |
| BR-163/MT | ANTT | 2013 | 6 th Place |
| BR-060/153/262/DF/GO/MG | ANTT | 2013 | 3 rd Place |
| BR-163/262/267/MS | ANTT | 2013 | 2 nd Place |
| BR-040/MG | ANTT | 2013 | 2 nd Place |
| BR-153/TO/GO | ANTT | 2014 | 2 nd Place |
| Tamoios Highway | ARTESP | 2014 | 2 nd Place |
| BH Beltway | SETOP | 2014 | 1st Place |
| Rio Niterói Bridge | ANTT | 2015 | 1st Place |
| Highways in the Midwest Region | ARTESP | 2017 | 2 nd Place |
| Shoes Highway | ARTESP | 2017 | 2 nd Place |
| Northern SP Beltway | ARTESP | 2018 | 1st Place |
| BR-135 | SETOP | 2018 | 1st Place |
| RIS | ANTT | 2018 | 3 rd Place |
| BR-364/365 | ANTT | 2019 | 1st Place |
| Centrovias (Piracicaba-Panorama) | ARTESP | 2020 | 2 nd Place |
| BR-101/SC | ANTT | 2020 | 2 nd Place |

Growth Opportunities | Federal Government highway concession program

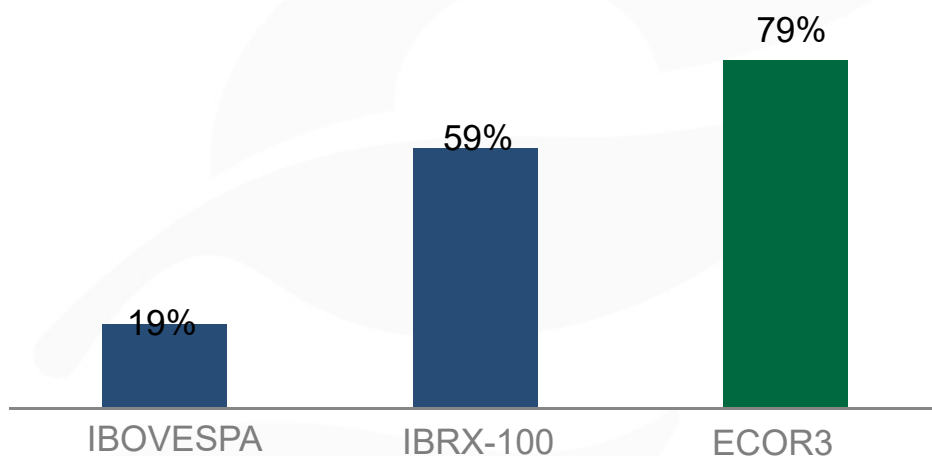




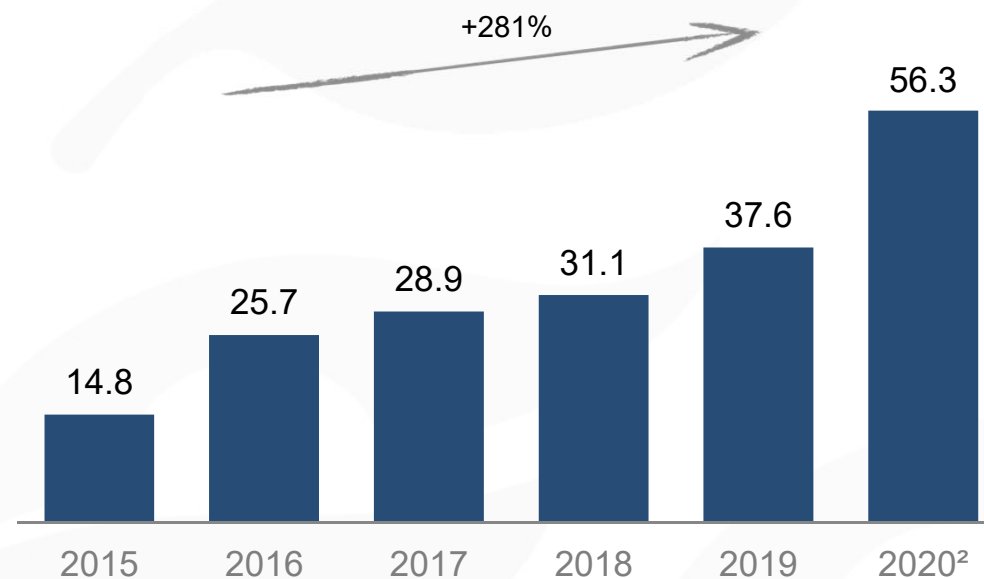
In 2018, the gross toll revenue from concessions with expiry until 2025 was R\$2.1 billion

| Controlling Group | Concession | Granting authority | Expiry | Gross toll revenue (R\$ million) |
|---|------------------|--------------------|--------|----------------------------------|
| AB Concessões | Triângulo do Sol | Artesp | Jul/21 | 472 |
| CCR | Renovias | Artesp | Jun/22 | 445 |
| CCR | Viaoeste | Artesp | Dec/22 | 994 |
| Coimex (38%), Tervap-Pitanga (38%) and others (24%) | RODOSOL | Arsi | Dec/23 | 69 |
| TORC (50%) / Empresa Construtora Brasil (50%) | TEBE | Artesp | Feb/25 | 84 |

Performance since IPO¹



Average daily volume (R\$ million)



Indexes

Índice Brasil **IBRX**

ISEB3

IBOVESPA



¹ Since April 1, 2010 until April 29, 2020, adjusted for dividends

² Until April 29, 2020

The EcoRodovias Group reaffirms its commitment to sustainable development, and has established the guidelines for including social and environmental aspects in business. And it contributes to the development of society, striving to transform the reality of its stakeholders. EcoRodovias invests in several social and environmental projects, as follows:



Ecoviver

- Educational and artistic project aimed at disseminating and raising environmental awareness among communities and elementary school students
- Results: 2,700 public schools; 12,000 teachers and 320,000 students in 5 Brazilian states from 2006 to 2019



De Bem com a Via

- Project to reduce accidents involving children living in regions around the highways.
- Till 2019, the project had benefited about 80 public schools and more than 97,000 children.



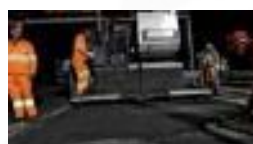
Seedling Nursery

- Environmental preservation and social responsibility project aimed at planting native species in the region, executed by employees with intellectual disabilities.
- Seedlings are planted along highways to protect the slopes and also on the median strips of highways.



Na Mão Certa Program

- The Ecorodovias Group has been participating in the Na Mão Certa Program since 2014 and for the 6th time in a row.
- The Group was honored at the 13th Annual Meeting of the Na Mão Certa program, which recognizes the performance of signatories to the Business Pact against the Sexual Exploitation of Children and Teens on Brazilian Highways.



Ecological Asphalt

- Production of asphalt from recycled rubber derived from the remains of used tires.




For an Accident-Free Highway

- The Company is a signatory to the "Decade of Action for Road Safety", a campaign launched by the UN in 2011.
- In support of the initiative, whose key challenge is to reduce accidents around the world by 50%, EcoRodovias has launched the "For Roads without Accidents" campaign to raise awareness about safer traffic among users of highways managed by it.

The EcoRodovias Group is committed to implementing initiatives that contribute to sustainable development, ensuring business perpetuity in the long run, contributing to a more just, economically viable and environmentally correct society through structured programs related to Sustainability. Thanks to its achievements over time, EcoRodovias has been included in diverse indices and won awards, and reiterates its sustainable commitment to its stakeholders, shareholders and the environment.

2011 - 2019



Included in the Corporate Sustainability Index (ISE) of B3 for the 9th straight year

2010 - 2019



Outstanding company in Sustainability - Exame Magazine Guide in 2016, 2017 and 2019

2010 - 2019



Control of emissions Scope 1, 2 and 3 since 2011 (Gold category)

2016 - 2019



Among the 10 finalists at Abrasca Awards in the Public Company Category, for best annual reports.

2018 & 2019



Época Negócios 360º Award - Ecorodovias Group won the award for the best Infrastructure company.

2012 - 2019




Capacitar Project featured in Exame Sustainability Guide

2014 - 2019



Recognized for initiatives to combat child sexual exploitation on highways

2010 - 2019



Governance about climate change since 2012

2019



Sesi ODS Award Ecocataratas was awarded for initiatives related to climate change and Ecovia for monitoring wild animals

2014 - 2019



EcoRodovias has been a signatory to the UN Global Pact since 2014 and honors the 10 principles

This presentation contains forward-looking statements related to the business outlook, estimates of operating and financial results and the growth prospects for EcoRodovias. These are merely projections and, as such, are based exclusively on the expectations of EcoRodovias' management regarding the future of the business and its continuous access to capital for financing the Company's business plan. Such forward-looking statements depend substantially on changes in market conditions, government rules, pressure from competitors, the performance of both the industry and the Brazilian economy, among other factors, in addition to the risks mentioned in disclosure documents filed by EcoRodovias and, hence, are subject to change without prior notice.

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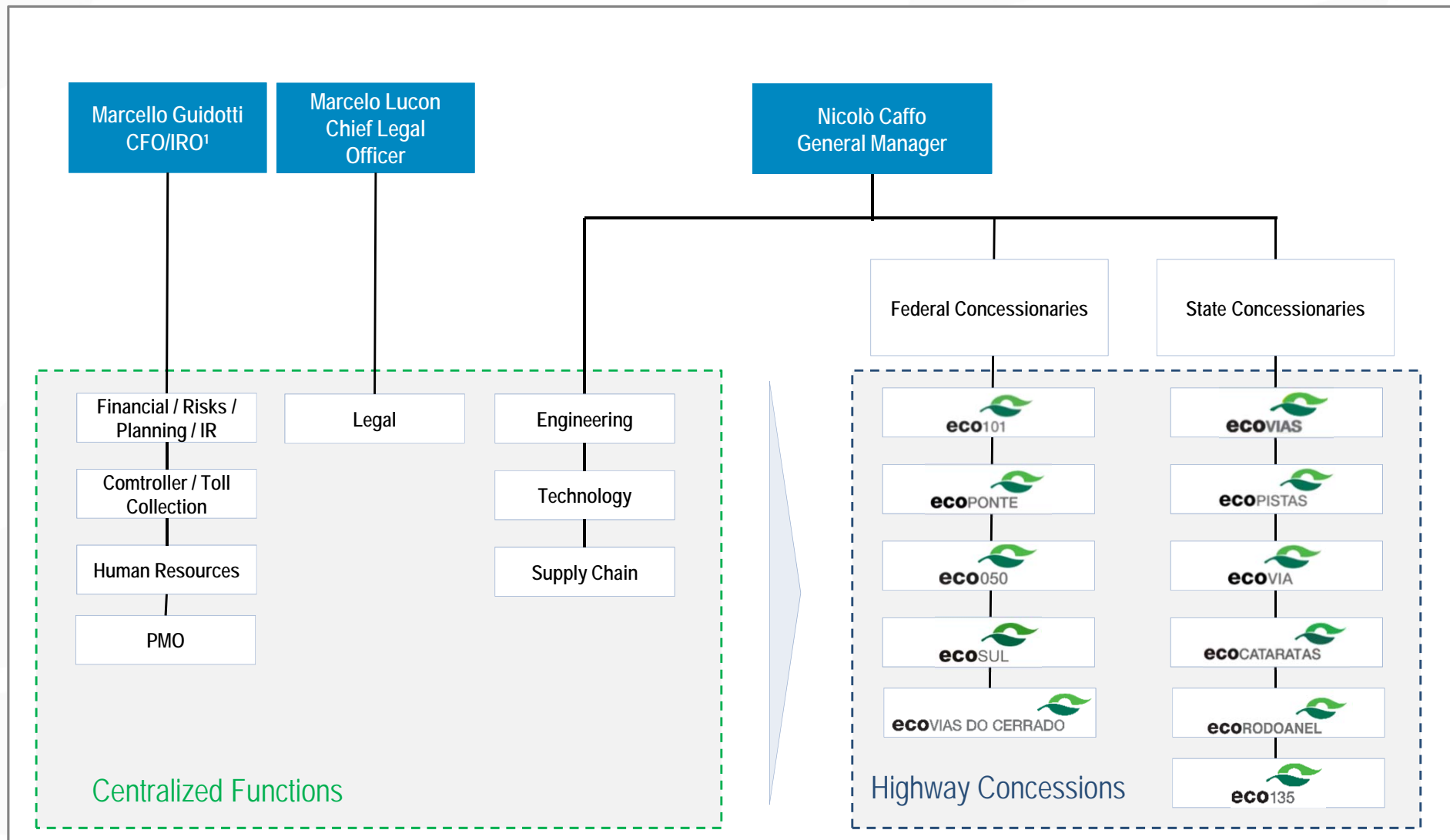
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Corporate Structure with synergies capture and improvement of Corporate Governance



¹ CFO holds the position of Executive Director of Human Resources

Corporate Governance

| | |
|---|---|
| Novo Mercado | ✓ EcoRodovias is listed on the Novo Mercado, the listing segment of B3 with the highest standards of corporate governance |
| Board Members | ✓ 33% of directors are independent (3 of the 9 members) and enjoy excellent reputations in the market |
| Fiscal Council | ✓ Fiscal council created in 2018. |
| Board of Director Committees | <div> 3 Statutory Committees, each coordinated by an Independent Director: </div> <div> <div> ✓ Audit </div> <div> ✓ Investments, Financial & Risks </div> </div> <div> 3 Non-Statutory Committees: </div> <div> <div> ✓ Ethics </div> <div> ✓ Diversity </div> </div> <div> <div> ✓ People Management & Governance </div> <div> ✓ Sustainability </div> </div> |
| Risks, Governance and Compliance | <div> Corporate programs involving governance, risks and compliance: </div> <div> <div> ✓ Risk Management Corporate Program </div> <div> ✓ Ethics and Integrity Corporate Program </div> </div> <div> <div> ✓ Anti-corruption Corporate Program </div> <div> ✓ Code of Conduct Dissemination Corporate Program </div> </div> |

Name

Background

| | |
|---|--|
| Nicolò Caffo General Manager | Graduated in Civil Engineering from the University of Bologna and a master's degree in Business Administration from the MIT. Over the past six years, he served as regional manager for Atlantia, responsible for the company's business in the US and Poland, and as technological business development manager for Atlantia. Previously, he worked at companies such as McKinsey & Company, Bank of America Securities and Matildi General Engineering (MGE) |
| Marcello Guidotti CFO and IRO | Graduated in Economics from the Università degli Studi di Bologna and Executive MBA from Insper and completed the Executive Program at Stanford University. Previously, served in executive and financial positions on several infrastructure and concession projects in Latin America. In 2002, he became CFO and IRO of Ecosul S.A. Has served as CFO of EcoRodovias since 2002 and as IRO since May 2012. |
| Marcelo Lucon Chief Legal Officer | Law degree from the Universidade de São Paulo (USP), Masters of Laws from USP and LL.M. from London University. Over the past six years, he has served as Legal Manager and Officer and on the boards of Directors and of Auditors at companies of the Camargo Correa Group. He was an alternate member of the Board of Auditors at Alpargatas S/A. Currently, he is Chief Legal Officer of EcoRodovias Infraestrutura e Logística. |

Experienced and active Board of Directors

| Name | Background |
|---|---|
| Marco Antônio Cassou Chairman (CR Almeida) | Graduated in Civil Engineering from the Universidade Federal do Paraná (UFPR) and master's degree in Business Administration from Stanford University. Previously, he served as Production Manager at Alusan; Production Manager at EBEC; Chief Sales Officer and CEO at CR Almeida S.A.; CFO and CEO at Britanite; Officer at Rochesa. He is a member of the Board of Directors of CR Almeida. |
| Beniamino Gavio Vice-Chairman (Gavio) | Graduated in Economics from Kensington University. Previously, served as officer at the companies: Cerri Cantieri Naval; Flaminia di Gavio Beniamino; Gavio e Torti Casa di Spedizione; IMCO Progetti e Costruzioni; PCA; Interstrade; and SIAS - Società Iniziative Autostradali e Servizi. He is Chairman of the Board of the companies: Argo Finanziaria; Aurelia; Baglietto; Interstrade; and SEA Segnaletica Stradale. |
| Alberto Rubegni (Gavio) | Graduated in Civil Engineering. Previously, served as CEO of Impregilo. Currently, he is CEO of ASTM and of Itinera. He is a board member of the companies: Argo Finanziaria; BREBEMI S.p.A.; Autostrade Lombarde; Tangenziale Esterna; Sina; and Baglietto. |
| Cesar Beltrão de Almeida (CR Almeida) | Graduated in Civil Engineering from the Universidade Federal do Paraná (UFPR) and Executive MBA in Team Management from the Fundação Getúlio Vargas (FGV). CFO at CR Almeida S.A. Currently, he is a founding partner of the firms Prospecta Fomento Mercantil and Procrédito Consultoria e Assessoria Financeira Ltda and managing partner of the Pater Group. He is a board member at the CR Almeida Group. |
| João Alberto Gomes Bernacchio (CR Almeida) | Graduated in Business Administration from the Fundação Armando Álvares Penteado (FAAP). Previously, he was head of underwriting and global ADR issues at Citibank; Director of Investments at Banco Schain Cury; President of ABAMEC; and member of the ethics board at the Instituto Brasileiro de Relações com Investidores (IBRI). He is a member of the self-regulation board of the National Investment Bank Association (ANBID), the Instituto Brasileiro de Executivos de Finanças (IBEF-SP); and CFO of the CR Almeida Group. |
| Juan Angoitia Grijalba (Ardian) | Graduated in Business Administration. He joined Ardian in 2013 as General Director. Previously, he worked for five years at Citi Infrastructure Investors (CII) as Investment Principal, based in London. Prior to joining CII, he worked for ten years at Grupo Ferrovial, S.A. He started his career at Cintra as a member of its toll road and airports team. He has over 20 years of experience in the infrastructure industry |
| Jorge Alberto Eduardo Fergie Corser Independent Member | Venezuelan, engineer and holds a M.Sc. (Industrial Engineering) from Stanford University (California, USA). He was Managing Director of KKR from 2013 to 2018 and Partner of McKinsey & Company for approximately 30 years (from 1984 to 2013). He founded Nimax Capital in 2018 (investment and advisory firm) and currently is a Member of the Board of Directors of Monterra (KKR portfolio company), Advisory Board Member at Afiniti (Washington DC-based artificial intelligence company), Starboard (São Paulo-based investment company), UP Offshore (Brazilian logistics company) and I4 PRO (Brazilian software company). |
| Ricardo Bisordi de Oliveira Lima Independent Member | Brazilian, holds a BS in Civil Engineering (Universidade de São Paulo, Polytechnic School) and Graduation Degrees in Finance (Fundação Getúlio Vargas/RJ – EPGE – Economics Graduate School) and Business Administration (University of California, Berkeley). Mr. Bisordi has more than 25 years experience as a senior executive in several companies in infrastructure (roads, airports and ports), oil and gas, and retail. Mr. Bisordi was CCR's Business Director (from 2015 to 2018), CCR's non-statutory Business Director (from 2013 to 2015) and CEO of Angra Infraestrutura (from 2008 to 2012). |
| Independent Member | Position available |