

CCR S.A.

Corporate Taxpayer's ID (CNPJ/ME): 02.846.056/0001-97

Company Registry (NIRE): 35,300,158,334

PUBLICLY-HELD COMPANY

**MINUTES OF THE BOARD OF DIRECTORS' MEETING
HELD ON JUNE 28, 2023**

1. **DATE, TIME, AND VENUE:** June 28, 2023, at 10:00 a.m., at the Company's headquarters, located at Avenida Chedid Jafet, n°. 222, Bloco B, 4º Andar, bairro Vila Olímpia, CEP 04.551-065, in the City and State of São Paulo.
2. **ATTENDANCE:** All members of the Company's Board of Directors were present, together with the other members of the Executive Board.
3. **PRESIDING:** Chair: Ana Maria Marcondes Penido Sant'Anna and Secretary: Pedro Paulo Archer Sutter.
4. **AGENDA:** To resolve on **(i)** the formalization of the re-ratification of the Amending and Modifying Terms TAMs 23/2021 (Sertanejo Highway), 24/2021 (Access to Hospital de Sorocaba), and 25/2022 (Access to the Municipality of Osasco and Side Roads SP-280), executed by its direct subsidiary Concessionária de Rodovias do Oeste de São Paulo – ViaOeste S.A (“ViaOeste”) and the São Paulo State, through the Investment Partnership Secretariat - SPI (“Granting Authority”), with the Regulatory Agency for Delegated Public Transportation Services of the São Paulo State - ARTESP (“ARTESP”) as the consenting intervening party; **(ii)** the execution, by its direct subsidiary ViaOeste, of the Amending and Modifying Term 26/2023 (“TAM 26”) with the Granting Authority, with ARTESP as the consenting intervening party; and **(iii)** the formalization of the review of the Charter of the Board of Directors and respective Advisory Committees.
5. **RESOLUTIONS:** After analyzing and discussing the matters on the agenda, under article 17 and its respective items of the Company's Bylaws, the Board members resolved to:
 - (i)** approve, by a unanimous vote of the attending members, the formalization of the re-ratification of the Amending and Modifying Terms TAMs 23/2021 (Sertanejo Highway), 24/2021 (Access to Hospital de Sorocaba), and 25/2022 (Access to the Municipality of Osasco and Side Roads SP-280), executed between ViaOeste and the Granting Authority with ARTESP as the consenting intervening party according to the terms and conditions presented at this meeting;
 - (ii)** approve, by a unanimous vote of the attending members, the execution, by its direct subsidiary ViaOeste, of TAM 26, with the Granting Authority, with ARTESP as the

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consenting intervening party, for the extension of the term of the concession agreement, according to the terms and conditions presented at this meeting; and

(iii) approve, by a unanimous vote of the attending members, the formalization of the review of the Charter of the Board of Directors and respective Advisory Committees, according to the draft, terms, and conditions presented at this meeting.

The Company's Board of Directors authorizes the Executive Board to perform all the necessary acts to implement the aforementioned resolutions and adopt, together with government authorities and private entities, the measures required to carry out the resolutions approved at this meeting.

6. CLOSURE: There being no further business to address, the meeting was adjourned for the drawing up of these minutes, which were read, approved, and signed by all attending Board members, and the certificate will be digitally signed, according to paragraph 1 of article 10 of Provisional Presidential Decree 2,200-2/2001, and item "c" of paragraph 1 of article 5 of Law 14,063/2020, and filed with the competent Registry of Commerce. São Paulo - SP, June 28, 2023. **Signatures:** Ana Maria Marcondes Penido Sant'Anna, Chair and Pedro Paulo Archer Sutter, Secretary. **Board members:** (1) Ana Maria Marcondes Penido Sant'Anna; (2) Adalberto de Moraes Schettert; (3) Claudio Borin Guedes Palaia; (4) Eduardo Bunker Gentil; (5) Eliane Aleixo Lustosa de Andrade; (6) João Henrique Batista de Souza Schmidt; (7) José Guimarães Monforte; (8) Luiz Carlos Cavalcanti Dutra Junior; (9) Mateus Gomes Ferreira; (10) Roberto Egydio Setubal; and (11) Vicente Furletti Assis.

This is a free English translation of the original minutes drawn up in the Company's records.

Ana Maria Marcondes Penido Sant'Anna
Chair
Signed via Digital Certificate (ICP-Brasil)

Pedro Paulo Archer Sutter
Secretary
Signed via Digital Certificate (ICP-Brasil)