

**CCR S.A.**  
Corporate Taxpayer's ID (CNPJ/MF): 02.846.056/0001-97  
Company Registry (NIRE): 35300158334  
PUBLICLY HELD COMPANY

**MINUTES OF THE BOARD OF DIRECTORS' MEETING  
HELD ON FEBRUARY 24, 2022**

1. **DATE, TIME AND PLACE:** February 24, 2022, at 10:35 a.m., at the headquarters of CCR S.A. ("Company"), located at Avenida Chedid Jafet, No. 222, Bloco B, 5º andar, in the city and state of São Paulo.

2. **ATTENDANCE:** Most members of the Company's Board of Directors were present through Zoom Meetings (simultaneous video conferencing), together with the other members of the Executive Board, according to article 16, paragraph 4, of the Company's Bylaws.

3. **PRESIDING:** Chairwoman: Ana Maria Marcondes Penido Sant'Anna and Secretary: Pedro Paulo Archer Sutter.

4. **AGENDA:** To resolve on: **(i)** the constitution, by its direct and jointly controlled subsidiary Concessionária da Linha 4 do Metrô de São Paulo Metrô S.A. ("ViaQuatro"), of a wholly-owned subsidiary for the exploitation of ancillary revenues; **(ii)** the Company's 2021 Integrated Annual Report ("RAI 2021"); **(iii)** the capital increase of its direct subsidiary CIIS - Companhia de Investimentos em Infraestrutura e Serviços ("CIIS"), through (a) a cash contribution and (b) the capitalization of Advance Agreements for Future Capital Increase ("AFAC"); **(iv)** the hiring, by its indirect subsidiaries Concessionária do Bloco Sul S.A. ("Bloco Sul") and Concessionária do Bloco Central S.A. ("Bloco Central"), of Med Mais Soluções em Serviços Especiais Ltda. ("Med Mais"), for the provision of Rescue and Fire Fighting services at Airfields (SESCINC); **(v)** the hiring, by its indirect subsidiary Concessionária de Rodovias do Oeste de São Paulo - ViaOeste S.A. ("ViaOeste"), of the Consortium formed between Neopav Engenharia, Pavitação e Infraestrutura Ltda. and Tranenge Construções Ltda. ("Consortium Neopav-Tranenge"), for the execution of duplication services on the Raposo Tavares Highway (SP-270), km 46+700 to 86+900, with the exception of km 63+000 at km 66+900; **(vi)** the hiring, by its direct subsidiary Concessionária do Sistema Rodoviário Rio - São Paulo S.A. ("CCR Rio-SP"), of Enseg Serviços Pré-Hospitais Ltda. ("Enseg"), for the execution of uninterrupted Pre-Hospital Care services (Urgent Medical Care, Emergency and Pre-Hospital Rescue) along the entire stretch of the Concession; **(vii)** the hiring, by its direct subsidiary CCR Rio-SP, of BC2 Infraestrutura S.A. ("BC2"), for the execution of Routine Conservation services of Buildings and Operational Installations, Protection and Safety Devices, Special Works of Arts, Vertical Signaling, Embankments and Containment Structures, Maintenance of Drainage and Monitoring Systems in portions of highways BR-116 and BR-101; **(viii)** the hiring, by its direct subsidiary CCR Rio-SP, of Diefra Serviços e Obras Ltda. ("Diefra"), for the execution of Routine Conservation services in the Domain Range in portions of highways BR-116 and BR-101, at sections in SP and RJ; **(ix)** the signing, by its indirect subsidiaries Bloco Sul, Bloco Central and Concessionária do Aeroporto da Pampulha S.A. ("Pampulha"), of an agreement with Allpark Empreendimentos, Participações e Serviços S.A. ("Estapar"), for the

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exploration of the parking services in an assigned area at the airports of Foz do Iguaçu/PR, Goiânia/GO, Imperatriz/MA, Joinville/SC, Londrina/PR, Navegantes/SC, Palmas/TO, Pampulha/MG, Petrolina/PE, São Luís/MA and Teresina/PI; **(x)** the signing, by its direct subsidiary Concessionária da Rodovia Presidente Dutra S.A. ("NovaDutra"), of the 14th Amendment to Concession Agreement PG-137/95-00 with the Federal Government, by intermediation of the National Land Transport Agency – ANTT ("ANTT"); **(xi)** the signing, by its direct subsidiary CCR Rio-SP, of the 1st Amendment to Concession Agreement 03/2021 with the Federal Government, by intermediation of the ANTT; **(xii)** the capital increase of its direct subsidiary Companhia de Participações em Concessões ("CPC"), through the capitalization of AFAC Agreements; and **(xiii)** a Review of the Internal Regulations of the Company's Board of Directors and Advisory Committees.

**5. RESOLUTIONS:** After analyzing and discussing the matters on the agenda, pursuant to article 17 and its respective items of the Company's Bylaws, the Board members resolved to:

**(i)** approve, by unanimous vote of the attending members, the constitution, by its direct and jointly-owned subsidiary ViaQuatro, of a wholly-owned subsidiary for the exploitation of ancillary revenues, under the terms and conditions presented at this meeting;

**(ii)** approve, by unanimous vote of the attending members, the Company's 2021 IAR, under the draft, terms and conditions presented at this meeting.

**(iii)** approve, by unanimous vote of the attending members, the capital increase of its direct subsidiary CIIS, in the amount of thirty-nine million, four hundred and fourteen thousand, six hundred and twenty reais (R\$39,414,620.00), of which: (a) thirty-two million, three hundred and twenty-nine thousand and seven hundred reais (R\$32,329,700.00) as cash contribution in current currency; and (b) seven million, eighty-five thousand, five hundred and fifty reais (R\$7,085,550.00), through the capitalization of AFAC Agreements, under the terms and conditions presented at this meeting;

**(iv)** approve, by unanimous vote of the attending members, the hiring, by its indirect subsidiaries Bloco Sul and Bloco Central, of Med Mais for the provision of Rescue and Fire Fighting services at Airfields (SESCINC), under the terms and conditions presented at this meeting;

**(v)** approve, by unanimous vote of the attending members, the hiring, by its indirect subsidiary ViaOeste, of the Neopav-Tranenge Consortium for the execution of duplication services at the Raposo Tavares Highway (SP -270), km 46+700 to 86+900, with the exception of km 63+000 to km 66+900, under the terms and conditions presented at this meeting;

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**(vi)** approve, by unanimous vote of the attending members, the hiring, by its direct subsidiary CCR Rio-SP, of Enseg for the execution of uninterrupted Pre-Hospital Care services (Urgent Medical Care, Emergency and Pre-Hospital Rescue) along the entire stretch under the Concession, under the terms and conditions presented at this meeting;

**(vii)** approve, by unanimous vote of the attending members, the hiring, by its direct subsidiary CCR Rio-SP, of for the execution of Routine Conservation services of Buildings and Operational Installations, Protection and Safety Devices, Special Works of Arts, Vertical Signaling, Embankments and Containment Structures, Maintenance of Drainage and Monitoring Systems in portions of highways BR-116 and BR-101, under the terms and conditions presented at this meeting;

**(viii)** approve, by unanimous vote of the attending members, the hiring, by its direct subsidiary CCR Rio-SP, of Diefra for the execution of Routine Conservation services in the Domain Range in portions of highways BR-116 and BR-101, at sections in SP and RJ, under the terms and conditions presented at this meeting;

**(ix)** approve, by unanimous vote of the attending members, the signing, by its indirect subsidiaries Bloco Sul, Bloco Central and Pampulha, of an agreement with Estapar for the exploration of the parking services in an assigned area at the airports of Foz do Iguaçu/PR, Goiânia/GO, Imperatriz/MA, Joinville/SC, Londrina/PR, Navegantes/SC, Palmas/TO, Pampulha/MG, Petrolina/PE, São Luís/MA and Teresina/PI, under the terms and conditions presented at this meeting;

**(x)** approve, by unanimous vote of the attending members, the signing, by its direct subsidiary NovaDutra, of the 14th Amendment to Concession Agreement PG-137/95-00 with the Federal Government, by intermediation of the ANTT, under the terms and conditions presented at this meeting;

**(xi)** approve, by unanimous vote of the attending members, the signing, by its direct subsidiary CCR Rio-SP, of the 1st Amendment to Concession Agreement 03/2021 with the Federal Government, by intermediation of the ANTT, under the terms and conditions presented at this meeting;

**(xii)** approve, by unanimous vote of the attending members, the capital increase of its direct subsidiary CPC, in the amount of two hundred and forty-four million, six hundred and thirty-eight thousand, four hundred and eleven reais (R\$244,638,411.00), through the capitalization of AFAC Agreements, under the terms and conditions presented at this meeting; and

**(xiii)** approve, by unanimous vote of the attending members, the Review of the Internal Regulations of the Company's Board of Directors and Advisory Committees. under the draft, terms and conditions presented at this meeting.

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The members of the Company's Board of Directors authorize the Executive Board to take all the necessary acts to implement the resolutions above, as well as to adopt the measures required to carry out the resolutions approved herein with government bodies and private entities.

**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 members, and its certificate will be digitally signed, according to paragraph 1 of article 10 of Executive 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), February 24, 2022. **Signatures:** Ana Maria Marcondes Penido Sant'Anna, Chair; and Pedro Paulo Archer Sutter, Secretary. **Board members:** (1) Ana Maria Marcondes Penido Sant'Anna; (2) Eduardo Bunker Gentil; (3) Eliane Aleixo Lustosa de Andrade; (4) Flávio Mendes Aidar; (5) Henrique Sutton de Sousa Neves; (6) Leonardo Porciúncula Gomes Pereira; (7) Luis Claudio Rapparini Soares; (8) Luiz Alberto Colonna Rosman; (9) Luiz Carlos Cavalcanti Dutra Júnior; (10) Paulo Roberto Reckziegel Guedes; (11) Renato Torres de Faria; and (12) Wilson Nélio Brumer.

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

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*Ana Maria Marcondes Penido Sant'Anna*

*Chair*

*Signed via Digital Certificate (ICP-Brasil)*

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*Pedro Paulo Archer Sutter*

*Secretary*

*Signed via Digital Certificate (ICP-Brasil)*