

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 JANUARY 26, 2023**

1. **DATE, TIME AND PLACE:** January 26, 2023, at 9:00 a.m., at the Company's headquarters, at Avenida Chedid Jafet, n°. 222, Bloco B, 5° Andar, bairro Vila Olímpia, CEP 04.551-065, in the city and state of São Paulo.
2. **ATTENDANCE:** Most members of the Company's Board of Directors were present, together with the other members of the Company's Executive Board.
3. **PRESIDING:** Chair: Ana Maria Marcondes Penido Sant'Anna; and Secretary: Pedro Paulo Archer Sutter.
4. **AGENDA:** To resolve on **(i)** the execution, by its direct subsidiary Concessionária de Rodovias do Oeste de São Paulo - ViaOeste S.A. ("CCR ViaOeste"), of the 2nd Amendment to the Price Construction Agreement CCRGBS-VO-00007675-2022 (4600060908), to be signed with the consortium formed by Neopav Engenharia Pavimentação e Infra-Estrutura Ltda. and Tranenge Construções Ltda. ("Neovap-Tranenge Consortium"); **(ii)** the execution, by its indirect subsidiary Concessionária das Rodovias Integradas do Sul S.A. ("CCR ViaSul"), of the 2nd Amendment to the Price Construction Agreement CCRACT-VIASUL-4600054656/2021, to be signed with Eurovias Rodovias Ltda. ("Eurovias"); **(iii)** the contracting, by its direct and jointly owned subsidiary Concessionária do VLT Carioca S.A. ("VLT Carioca"), of Passarelli Engenharia e Construção Ltda. ("Passarelli"), for the implementation of construction services of the Gentileza Intermodal Terminal – TIG; **(iv)** the execution, by its direct subsidiary Concessionária do Sistema Rodoviário Rio - São Paulo S.A. ("CCR RioSP"), of the Fifth Amendment to Concession Agreement 03/2021 with the Federal Government, with intermediation of the National Land Transportation Agency ("ANTI"); **(v)** the rectification of the bank guarantee letter to be contracted by the Company to ensure faithful compliance with the obligations of contributing shareholders' capital in its direct and jointly-owned subsidiary Concessionária das Linhas 8 e 9 do Sistema de Trens Metropolitanos de São Paulo S.A. ("ViaMobilidade Lines 8 and 9"); **(vi)** the ratification of the execution, by its direct subsidiary Concessionária do Bloco Central S.A. ("Bloco Central"), of the 2nd Amendment to Service Agreement CCRGBS-BLOCO CENTRAL - 00005127/2022, signed with Med Mais Soluções em Serviços Especiais Ltda. ("Med Mais"). **(vii)** the revision of POL-008 – Authorization Policy of Grupo CCR ("POL 008"); and **(viii)** the 2023 Internal Audit Plan of Grupo CCR.
5. **RESOLUTIONS:** After analyzing and discussing the matters on the agenda, according to article 17 and its respective items of the Company's Bylaws, the Board members resolved to:

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(i) approve, by a unanimous vote of the attending Board members, the execution, by its direct subsidiary CCR ViaOeste, of the 2nd Amendment to the Price Contract Agreement CCRGBS-VO-00007675-2022 (4600060908), to be signed with the Neovap-Tranenge Consortium, according to terms and conditions presented at this meeting;

(ii) approve, by a unanimous vote of the attending Board members, the execution, by its indirect subsidiary CCR Viasul, of the Second Amendment to the Price Construction Agreement CCRACT-VIASUL-4600054656/2021 with Eurovias, according to the terms and conditions presented at this meeting;

(iii) approve, by a unanimous vote of the attending Board members, the contracting, by its direct and jointly-owned subsidiary VLT Carioca, of Passarelli, for the execution of construction services of the Gentileza Intermodal Terminal (TIG), according to the terms and conditions presented at this meeting;

(iv) approve, by a unanimous vote of the attending Board members, the execution, by its direct subsidiary CCR RioSP, of the 5th Amendment to Concession Agreement 03/2021, to be entered into with the Federal Government, through ANTT, according to the terms and conditions presented at this meeting;

(v) approve, by a unanimous vote of the attending Board members, the rectification of the bank guarantee letter to be contracted by the Company to ensure faithful compliance with the obligations of contributing shareholders' capital in its direct and jointly-owned subsidiary ViaMobilidade Linhas 8 e 9, according to the terms and conditions presented at this meeting;

(v) ratify, by a unanimous vote of the attending Board members, the execution, by direct subsidiary Bloco Central, of the 2nd Amendment to Service Agreement Contract CCRGBS-BLOCO CENTRAL - 00005127/2022, entered into with Med Mais, according to the terms and conditions presented at this meeting;

(vii) approve, by a unanimous vote of the attending Board members, the revision of POL-008, according to the draft, terms, and conditions presented at this meeting, and

(viii) approve, by a unanimous vote of the attending Board members, Grupo CCR's 2023 Internal Audit Plan, according to the 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, as well as to adopt, together with government authorities and private entities, the measures required to carry out the resolutions approved at this meeting.

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6. CLOSURE: There being no other matters 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 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, January 26, 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) Eduardo Bunker Gentil; (3) Eliane Aleixo Lustosa de Andrade; (4) Flávio Mendes Aida; (5) João Henrique Batista de Souza Schmidt; (6) José Guimarães Monforte; (7) Luiz Carlos Cavalcanti Dutra Junior; (8) Mateus Gomes Ferreira; (9) Vicente Furletti Assis; and (10) Wilson Nélio Brumer.

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)