



25
YEARS

EARNINGS
RELEASE

4Q24



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Message from the CEO



Miguel Setas
CEO of Grupo CCR

Main 4T24 Highlights



Acquisition of two premium toll road assets: **Sorocabana Route** and **Lot 3 of Paraná**, adding **~900 Km (+25%)** to the portfolio

Settlement Agreement resulting from the consensual resolution of **MSVia**



OPEX (Cash)/Adjusted Net Revenue ratio of **41.2%¹** (recurring base **40.2%²**)



Reduction in the Headcount (620)

Acquisition of **stake** in a wind farm of **Neoenergia**



Gain of **R\$235 million** resulting from the **liability management operations** in 2024

1. Excludes non-recurring effects (ViaOeste) and extraordinary impacts from various provisions and disposals in ViaOeste and Barcas, totaling R\$132 million.

2. In addition to the aforementioned effects, excludes pavement conservation at MSVia and ViaOeste, of R\$162 million.

Highlights

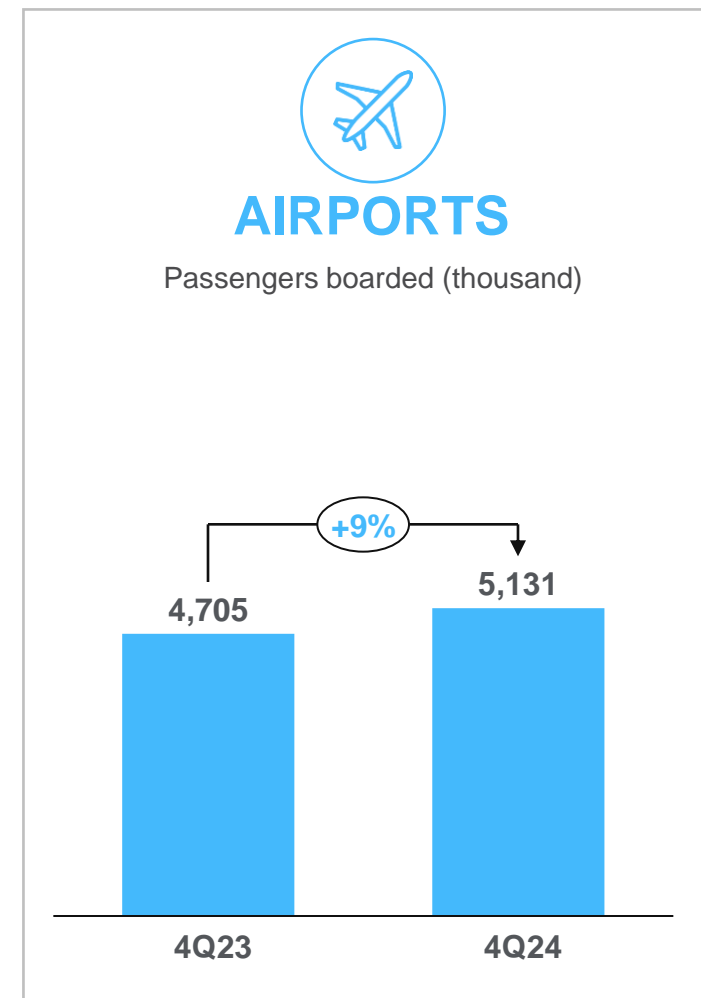
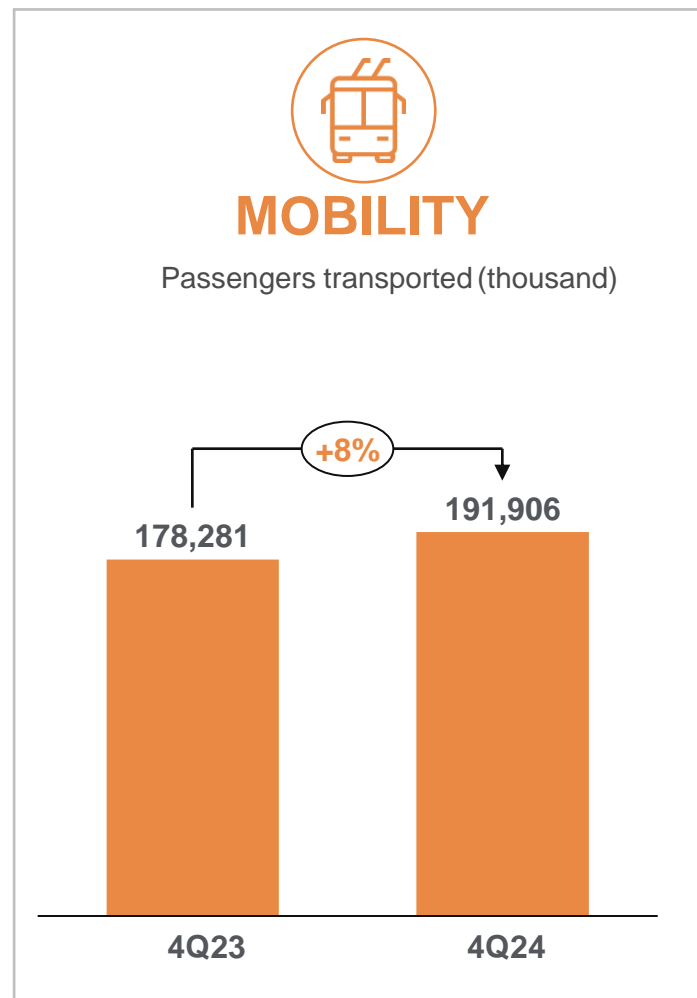
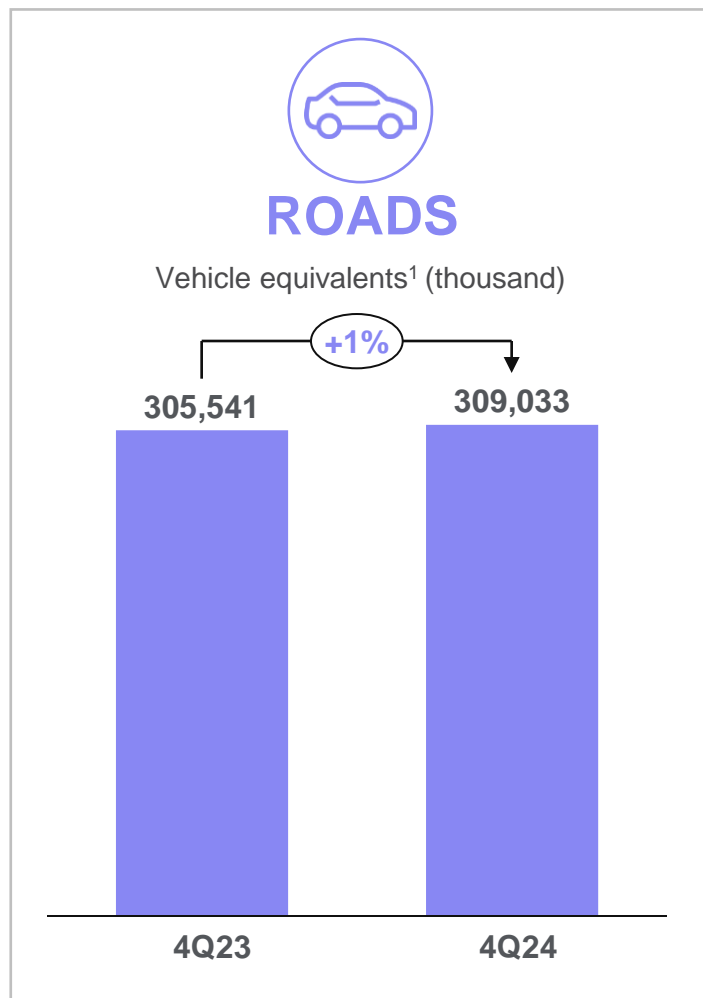
4Q24



Waldo Perez

Vice-President of Finance and
Investor Relations of Grupo CCR

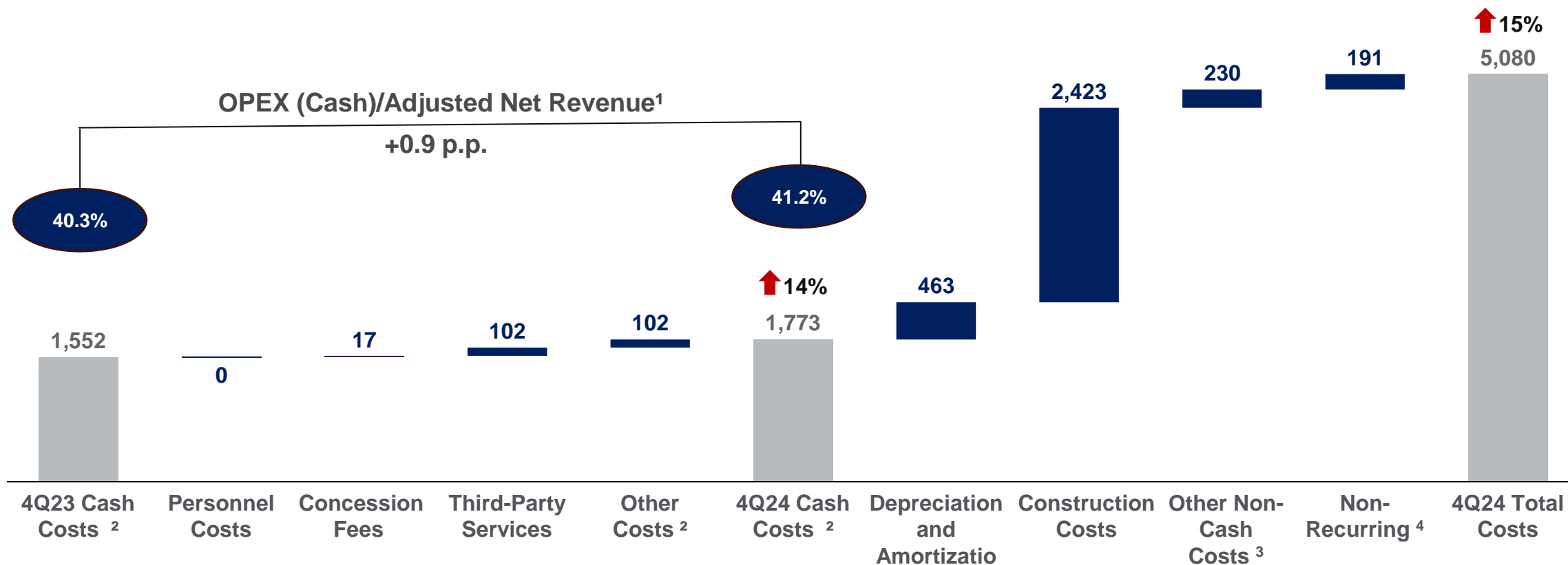
Demand growth in all modals



1. Equivalent vehicles is a measure calculated by adding heavy vehicles (commercial vehicles such as trucks and buses) to light vehicles, multiplied by the number of axles charged. One light vehicle is equivalent to one axle of a heavy vehicle.

Costs impacted by paving, disposals, and provisions

R\$ million



Personnel

(i) Annual average collective bargaining agreement of 3.86% (+R\$21 million) and (ii) provision for disposal (+R\$26 million), offset by (iii) higher volume of labor capitalization of the engineering team.

Third-Party Services

(i) Pavement conservation at ViaOeste (+R\$51 million), SPVias (+R\$10 million), and Rodoanel Oeste (+R\$5 million), as well as (ii) R\$8 million in Curaçao to meet growing demand.

Other Costs

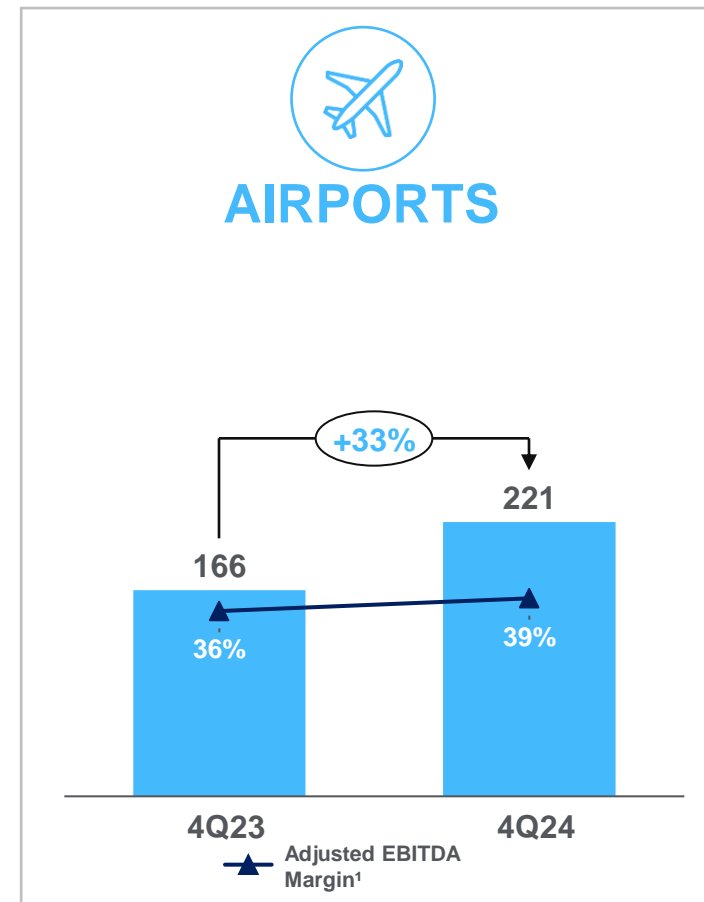
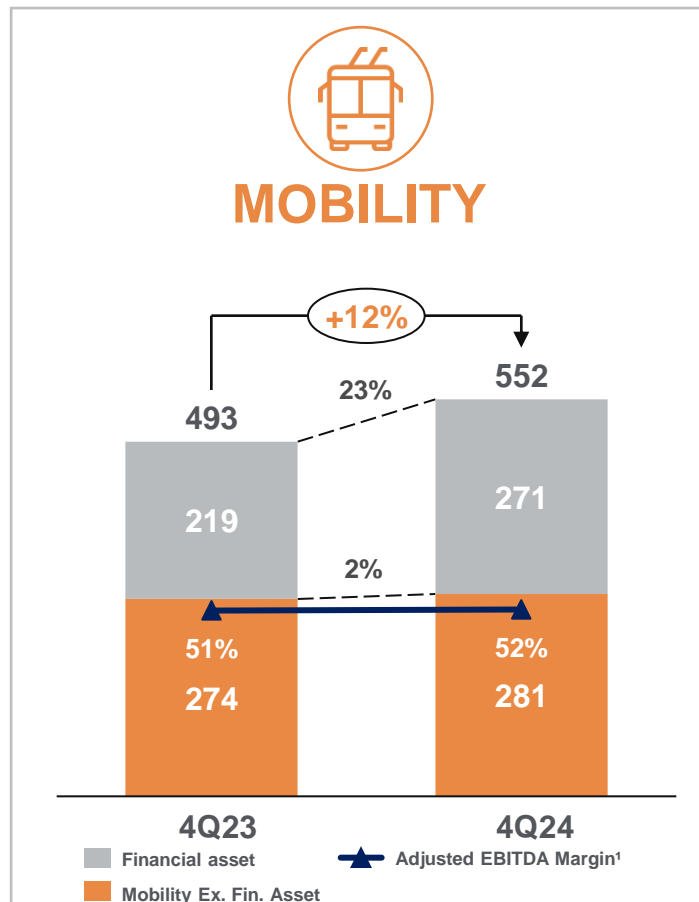
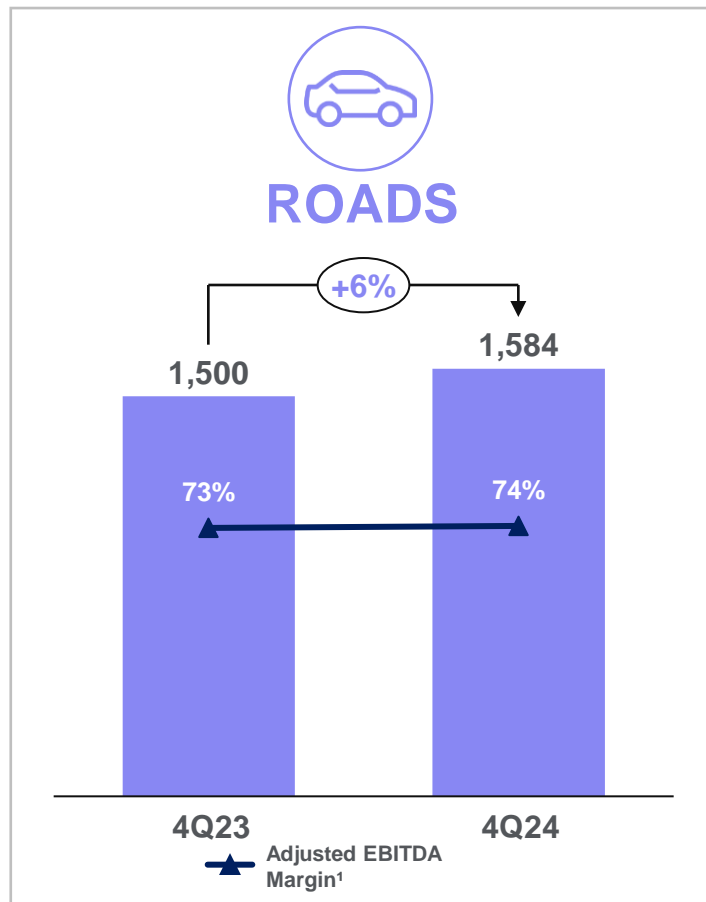
(i) Various provisions, including the impact of the legislative change regarding animals on the road, totaling R\$100 million.

1. Consolidated (LTM) for wholly-owned subsidiaries
 2. Excluding non-recurring. For further information, see section "Non-Recurring Effects" of the earnings release.
 3. Prepaid Concession Fees + Provision for Maintenance
 4. Works and improvements that do not generate future economic benefits for ViaOeste.

Growth in EBITDA and Adjusted EBITDA Margin in all modals

R\$ million

Consolidated Adjusted EBITDA¹ grew by 5.2% in 4Q24

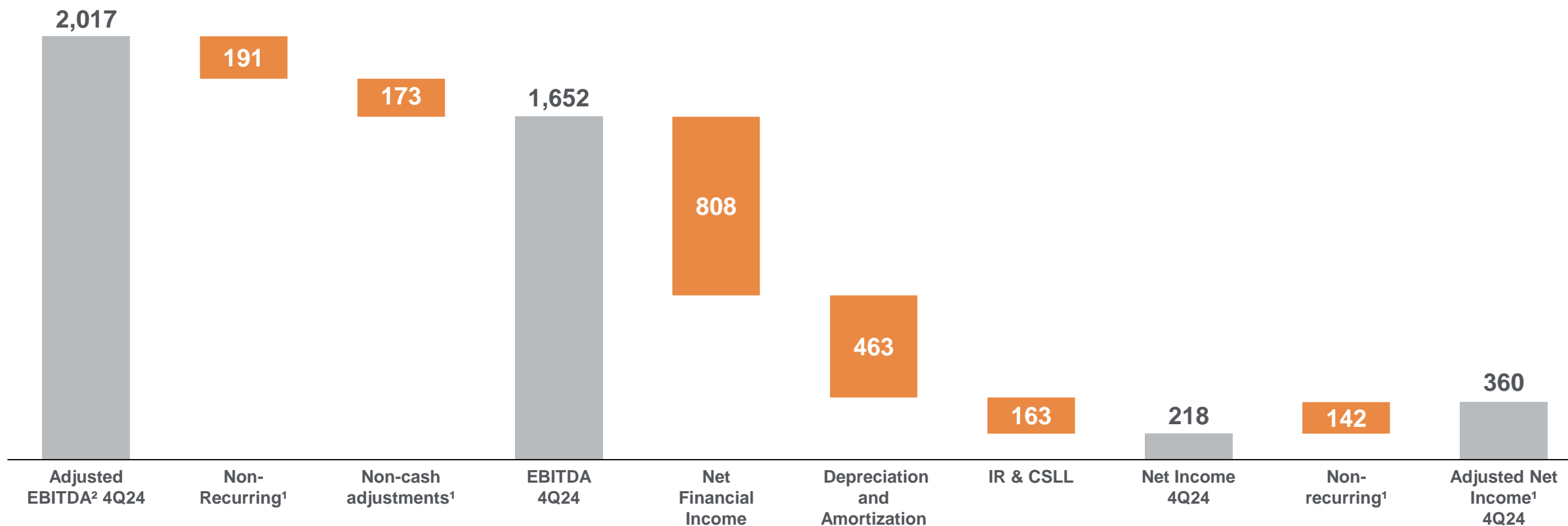


1. Excludes non-recurring effects.

Adjusted Net Income¹ totaled R\$360 million in 4Q24

R\$ million

Adjusted Net Income (excluding extraordinary effects)² grew by **13%** in 4Q24

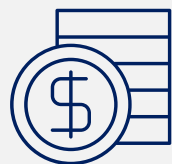
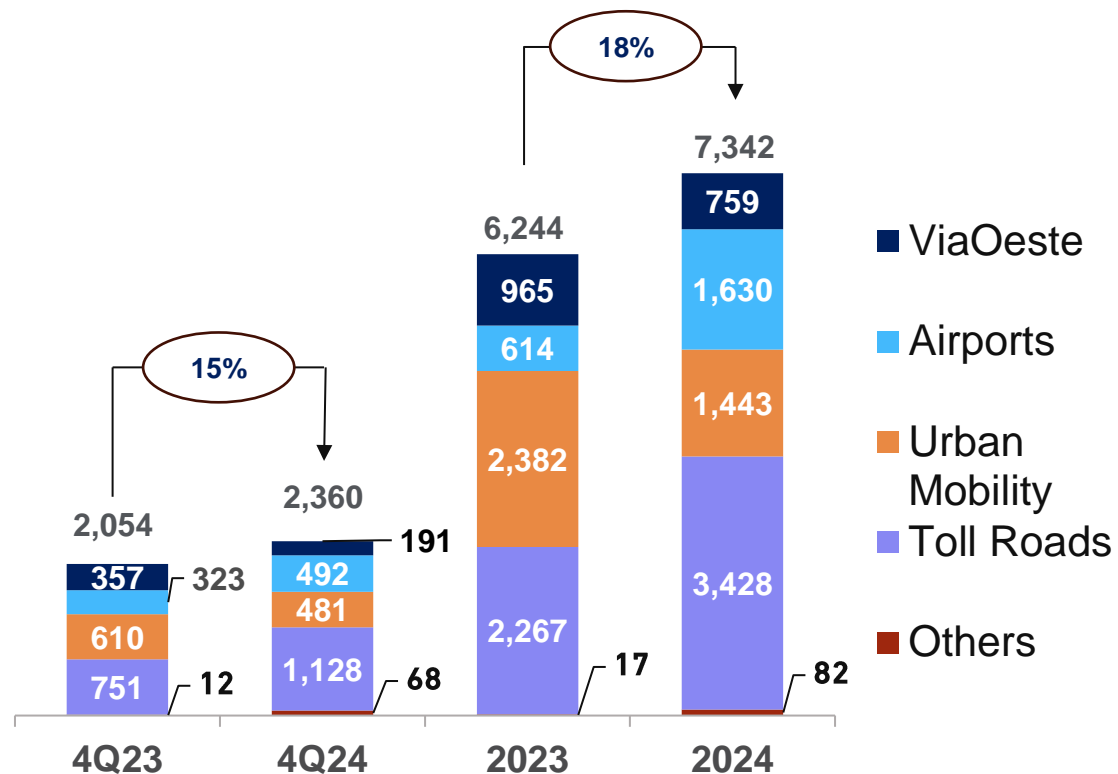


1. Works that do not generate future economic benefits for ViaOeste. For further information, see section “Non-Recurring Effects” of the 4Q24 Release.

2. Excludes extraordinary effects from various provisions and disposals, totaling R\$87 million, net of IR/CS.

All-time high investments in 2024

R\$ million



Investments (including the financial asset and maintenance) reached **R\$2,360 million**, **R\$191 million** of which in ViaOeste.

TOLL ROADS



RioSP: expansion, expropriations, pavement recovery, and systems in the São Paulo region.

ViaSul: duplications at BR-386 and reconstruction of infrastructures lost because of the climate disaster that occurred in May.

URBAN MOBILITY



ViaMobilidade – Lines 8 and 9: acquisition of rolling stock, systems, and improvements in the electricity network.

AIRPORTS



South and Central Blocks: improvement works related to Phase 1-B of the investment plan of the South and Central Blocks (boarding terminals, infrastructure adjustment, and operational improvements).

Capital Budget vs. ITR Commitments¹

	Capital Budget	ITR Commitments
Improvements: contractual / contingencies / rebalances	✓	contractual (business plan updated by the IRT ²)
Maintenance: major and periodic / minor and non-periodic	✓	major and periodic (Roads)
Commercial Revenue Expansion	✓	✗
Service Level	✓	✗

1. Concession-related commitments – Note 24.2 of the 4Q24 ITR.

2. IRT: Tariff adjustment index

Capital Budget in 2025

R\$ million

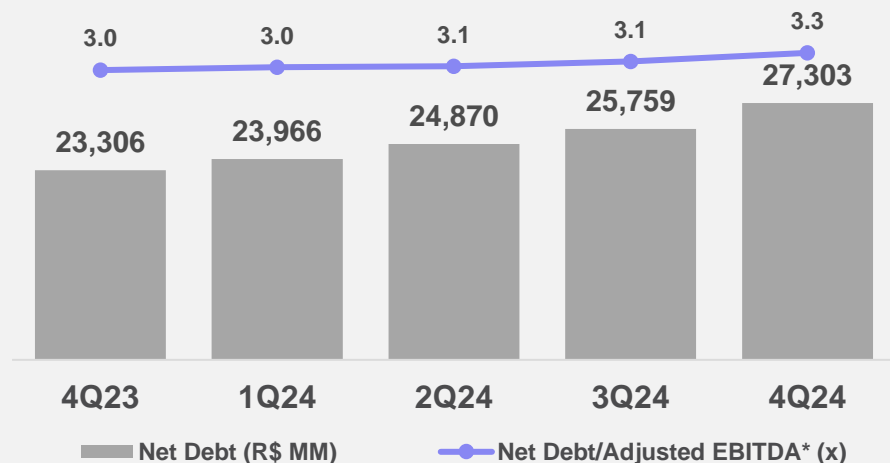
R\$ million (100%)	Improvements	Maintenance	Commercial Revenue	Service Level	Total
Toll Roads	4,187	804	-	63	5,054
Mobility	1,150	312	111	-	1,574
Airports	494	120	4	228	846
Other ¹	49	2	-	-	90
Consolidated	5,880	1,239	117	190	7,527
ViaOeste ²	663	-	-	-	663
Consolidated + ViaOeste	6,543	1,239	117	290	8,190

1. Includes Holding Companies and CPC.

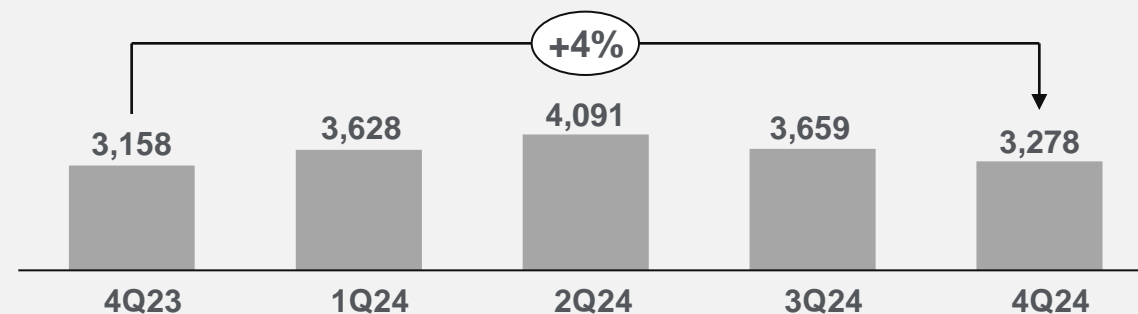
2. The amounts for improvement works do not generate future economic benefit and, therefore, will be accounted for as a cost when incurred as they do not meet the recognition criteria for intangible assets.

Controlled leverage and extended debt profile with mitigated risk

Net Debt¹ and Leverage (R\$ million)

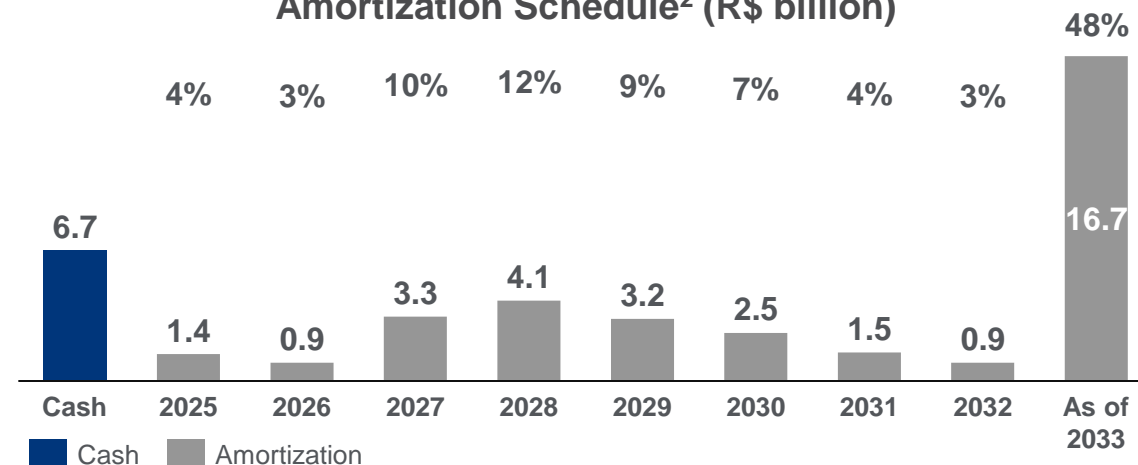


Net Debt¹ of the Holding Company (R\$ million)



COMPANY	COST	DUE ON	DISBURSEMENTS (R\$ Million)
AutoBAn	CDI + 0.44%	Nov/30	2,000
SPVias	CDI + 0.47%	May/29	640
ViaLagos	CDI + 0.60%	Dec/31	200
South Block	IPCA + 6.99%	Oct/47	180
South Block	IPCA + 8.0524%	Oct/47	150
RodoAnel	CDI + 0.50%	Nov/28	130
ViaSul	FIXED 7.42%	Oct/29	125
Central Block	IPCA + 2.797%	Jul/45	45
Central Block	IPCA + 2.2885%	Jul/45	3
Total			3,473

Amortization Schedule² (R\$ billion)



1. Net Debt: Balance position (Loans and Debentures – Cash and Cash Equivalents – SWAPS).

2. Amortization with Hedge.



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