

CCR S.A.

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

Company Registry (NIRE): 35300158334

PUBLICLY HELD COMPANY

**MINUTES OF THE BOARD OF DIRECTORS' MEETING
HELD ON NOVEMBER 26, 2020**

1. **DATE, TIME AND VENUE:** November 26, 2020, at 9:30 a.m., at the headquarters of CCR S.A. ("Company"), at Avenida Chedid Jafet, no. 222, Bloco B, 5º andar, in the city and state of São Paulo.
2. **ATTENDANCE:** All the members of the Company's Board of Directors were present through Zoom Meetings (simultaneous video conferencing), together with other members of the Company's Executive Board, pursuant to paragraph 4 of article 16 of the Company's Bylaws.
3. **PRESIDING BOARD:** Chairwoman: Ana Maria Marcondes Penido Sant'Anna and Secretary: Pedro Paulo Archer Sutter.
4. **AGENDA:** To resolve on: **(i)** the ratification of the signature of the 2nd Amendment to the Service Provision Agreement CCRACT-CPT 1372/2017, entered into with Ernst & Young Assessoria Empresarial Ltda. ("Ernst & Young"), on July 16, 2020, by the following Grupo CCR companies: the Company, through its subsidiary Actua ("CCR Actua"), its indirect subsidiaries Concessionária do Sistema Anhangüera-Bandeirantes S.A. ("AutoBAN"), Rodovias Integradas do Oeste S.A. ("SPVias"), Concessionária de Rodovias do Oeste de São Paulo - ViaOeste S.A. ("ViaOeste"), Concessionária do Rodoanel Oeste S.A. ("RodoAnel"), Companhia do Metrô da Bahia ("Metrô Bahia"), Concessionária da Linha 4 do Metrô de São Paulo S.A. ("ViaQuatro"), Concessionária das Linhas 5 e 17 do Metrô de São Paulo S.A. ("ViaMobilidade"), Concessionária das Rodovias Integradas do Sul S.A. ("ViaSul"), Concessionária de Rodovia Sul-Matogrossense S.A. ("MSVia") and SAMM - Sociedade de Atividades em Multimídia Ltda. ("SAMM") and its direct subsidiaries Concessionária da Rodovia Presidente Dutra S.A. ("NovaDutra"), Rodonorte - Concessionária de Rodovias Integradas S.A. ("RodoNorte"), Concessionária da Rodovia dos Lagos S.A. ("Vialagos") and the subsidiaries of its direct subsidiary Companhia de Participações em Concessões ("CPC"), namely CCR Engellog ("CCR Engellog") and CCR Engellogtec ("CCR Engellogtec"); **(ii)** the sponsorship, by the Company, of ABDIB 2020 Forum - Experience Edition, to be held by the Brazilian Association of Infrastructure and Basic Industries ("ABDIB") in December 2020; **(iii)** the signature, by its direct subsidiary CCR Engellog, of the 1st Amendment to Agreement 4600047637, to be entered into with Perpavi Serviços de Engenharia S/S Ltda. ("Perpavi"); **(iv)** the capital increase of its indirect subsidiary ATP - Around The Pier Administração e Participações Ltda. ("ATP"), totaling two million reais (R\$2,000,000.00), to be subscribed and paid-in by its shareholders in the proportions of their respective shareholdings by December 31, 2020; **(v)** (a) the ratification of the signature, by its indirect subsidiary Metrô Bahia, of the 10th Amendment to the Agreement for the Supply of Rolling Stock, Spare Parts and Recovery of Rolling Stock

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(“Agreement for the Supply of Rolling Stock”), entered into with Consórcio Hyundai Rotem – Rolling Stock – Salvador and Lauro de Freitas Subway comprised of Hyundai Rotem Company and Hyundai Rotem Brasil Indústria e Comércio de Trens Ltda. (“Hyundai Rotem Consortium”); and (b) the signature, by its wholly-owned indirect subsidiary Metrô Bahia, of the 11th Amendment to the Agreement for the Supply of Rolling Stock to be entered into with the Hyundai Rotem Consortium; and (vi) the signature of the Amendment to the Concession Agreement 002/ANAC/2014-SBCF (“Concession Agreement”), to be entered into between its wholly-owned indirect subsidiary Concessionária do Aeroporto Internacional de Confins S.A. (“BH Airport”) with the National Civil Aviation Agency (“ANAC”).

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 attending Board members, resolved to:

(i) RATIFY, unanimously, the signature of the 2nd Amendment to the Service Provision Agreement CCRACT-CPT 1372/2017, entered into with Ernst & Young, on July 16, 2020, by the following Grupo CCR companies: the Company, through its subsidiary CCR Actua, its indirect subsidiaries AutoBAn, SPVias, ViaOeste, RodoAnel, Metrô Bahia, ViaQuatro, ViaMobilidade, ViaSul, MSVia and SAMM; and its direct subsidiaries NovaDutra, RodoNorte, Vialagos and the subsidiaries of its direct subsidiary CPC, namely CCR Engelog and CCR Engelogtec, under the terms and conditions presented at this meeting;

(ii) APPROVE, unanimously, the sponsorship, by the Company, of ABDIB 2020 Forum - Experience Edition, to be held by ABDIB in December 2020, under the terms and conditions presented at this meeting;

(iii) APPROVE, unanimously, the signature, by its direct subsidiary CCR Engelog, of the 1st Amendment to Agreement 4600047637, to be entered into with Perpavi, under the terms and conditions presented at this meeting;

(iv) APPROVE, unanimously, the capital increase of its indirect subsidiary ATP, totaling two million reais (R\$2,000,000.00), to be subscribed and paid-in by its shareholders in the proportions of their respective shareholdings by December 31, 2020, under the terms and conditions presented at this meeting;

(v) APPROVE, unanimously, (a) the ratification, by its indirect subsidiary Metrô Bahia, of the 10th Amendment to the Agreement to Supply Rolling Stock, entered into on April 8, 2019 with the Hyundai Rotem Consortium; and (b) the signature, by its wholly-owned indirect subsidiary Metrô Bahia, of the 11th Amendment to the Agreement to Supply Rolling

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Stock, to be entered into with the Hyundai Rotem Consortium, under the terms and conditions presented at this meeting; and

(vi) APPROVE, unanimously, the signature of the Amendment to the Concession Agreement, to be entered into between its wholly-owned indirect subsidiary BH Airport with ANAC, under the terms and conditions presented at this meeting.

The members of the Company's Board of Directors authorize Management to take any and all acts necessary to implement the resolutions above, as well as take the measures necessary to carry out the resolutions approved herein before 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, pursuant to paragraph 1 of article 10 of Provisional Presidential Decree 2.200-2/2001, and filed with the competent Registry of Commerce. São Paulo/SP, November 26, 2020. **Signatures:** Ana Maria Marcondes Penido Sant'Anna, Chairwoman; 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)** Fernando Luiz Aguiar Filho; **(5)** Flávio Mendes Aídar; **(6)** Henrique Sutton de Sousa Neves; **(7)** Leonardo Porciúncula Gomes Pereira; **(8)** Luis Claudio Rapparini Soares; **(9)** Luiz Alberto Colonna Rosman; **(10)** Luiz Carlos Cavalcanti Dutra Júnior; **(11)** Paulo Roberto Reckziegel Guedes; **(12)** Renato Torres de Faria; and **(13)** Ricardo Coutinho de Sena.

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

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

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