

AGENDA

OPENING

FOCUS ON CREATING SUSTAINABLE VALUE

THE 3 BUSINESSES DELIVERING RESULTS

CCR RODOVIAS

CCR MOBILIDADE

CCR AEROPORTOS

PROACTIVE REGULATORY AGENDA

QUEST FOR SUPERIOR EFFICIENCY WITH FINANCIAL STRENGTH

ESG LEADERSHIP JOURNEY

Q&A

CLOSING MESSAGE

CCRDAY

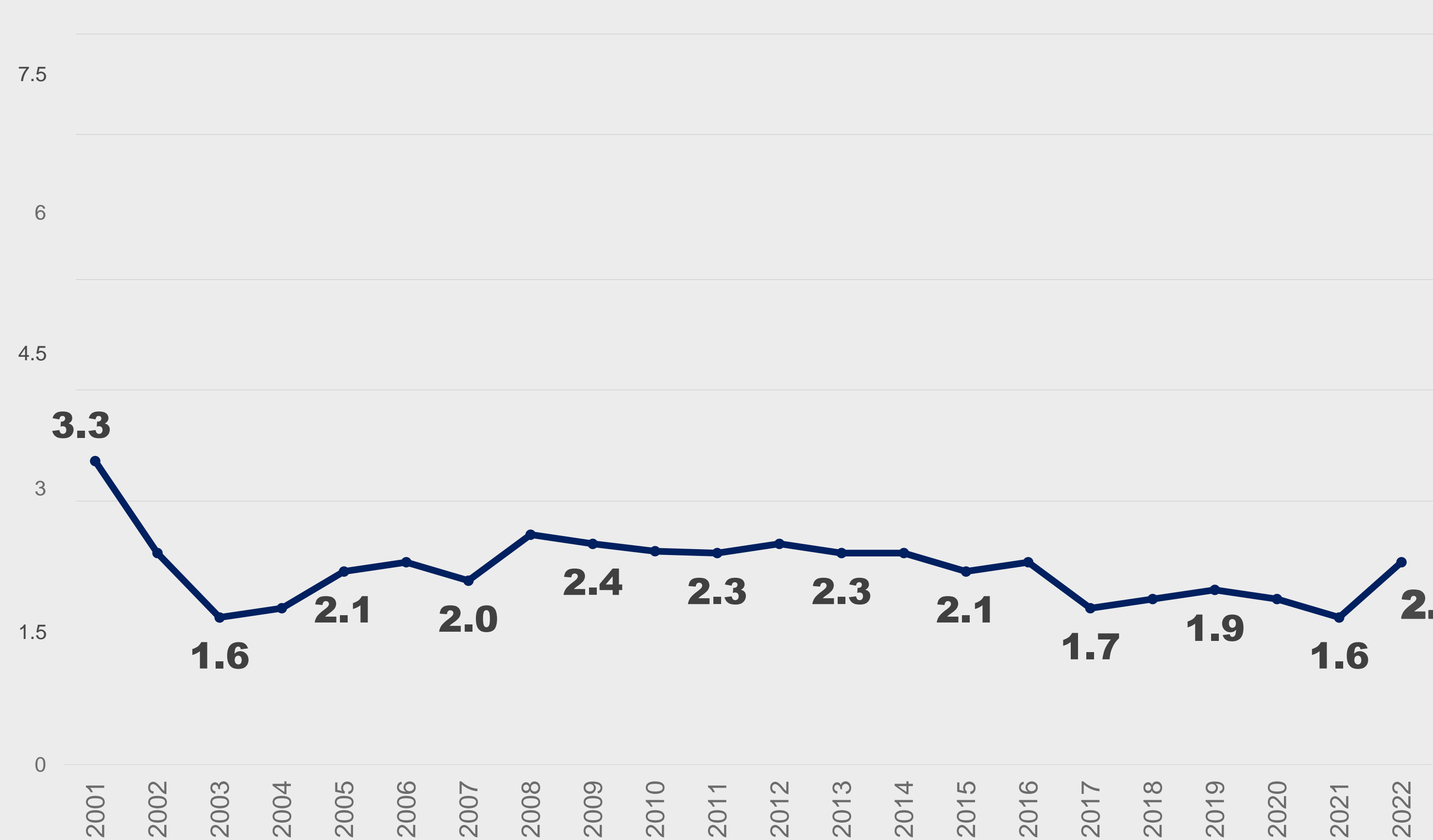
FOCUS ON CREATING SUSTAINABLE VALUE

MIGUEL SETAS
CCR Group CEO

CCRDAY

BRAZIL NEEDS TO INVEST ~USD 80 Bn A YEAR IN INFRASTRUCTURE OVER THE NEXT 10 YEARS

Infrastructure investment level¹ in Brazil (% GDP)



Average by region



To close the gap, investments should reach **>4.0%** of Brazil's GDP² in 10 years



1. Considering sanitation, energy, transportation and telecommunications

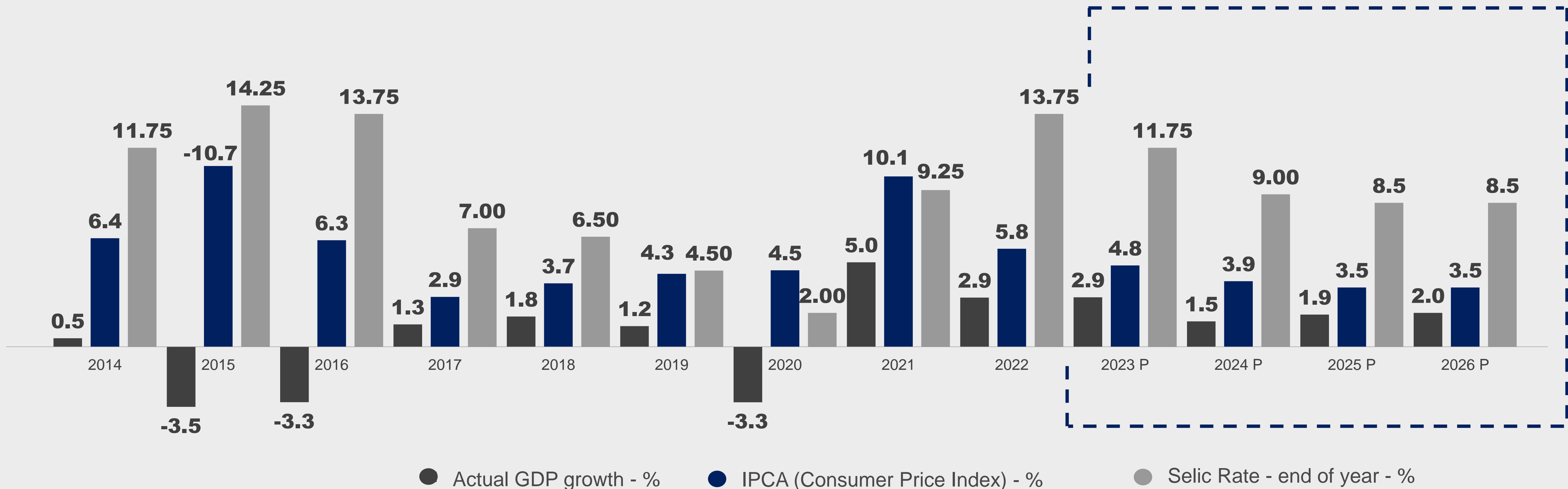
2. Current investment is about ~2% and should reach ~4%, totaling 80 Bn USD/year or 800 Bn USD in 10 years

Source: Cláudio R. Frischtak, 2009; IPEA; Inter.B – Infrastructure Charter 2014, 2018 and 2019; IHS Markit; Fay and Others (2017); World Bank; ABDIB

MACROECONOMIC TREND BENEFITS THE INFRASTRUCTURE INDUSTRY

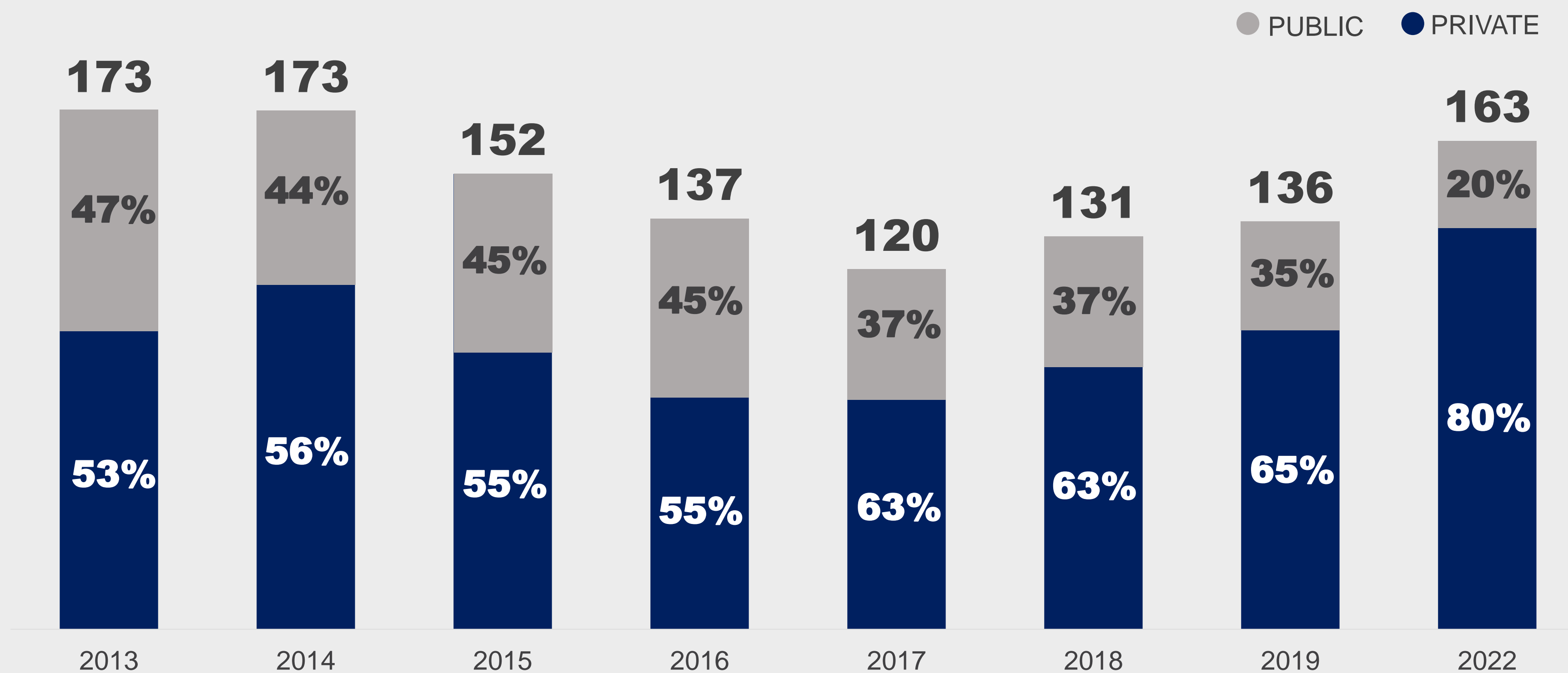
Investment in infrastructure is essential to boost **GDP** growth

Inflation at suitable levels, **making it possible to lower interest rates**



PRIVATE SECTOR INCREASINGLY TAKING A LEADING ROLE

Investment in infrastructure (BRL Bn)



The importance of private sector investment is expected to persist

52% **56%** **66%** **70%** **74%** **75%** **74%** **74%** Public debt/GDP (%)

CCR IN NUMBERS

ADJUSTED EBITDA 2022
BRL 6.8 Bn¹

MARKET SHARE
2022

CCR Rodovias



64%

~41%

in net revenue

CCR Mobilidade



27%

~70%

on private tracks

CCR Aeroportos



9%

~14%

in PAX

1. Adjusted EBITDA without non-recurring effects, AutoBAn rebalancing, ViaOeste expenditures in improvement and sale of TAS

GEOGRAPHIC DISTRIBUTION

CORPORATE OFFICES

- 1 São Paulo
- 2 Brasília

CCR RODOVIAS

- | | | |
|----------------|----------------|--------------------|
| 1 CCR AutoBan | 5 CCR SPVias | 9 CCR MSVia |
| 2 CCR RioSP | 6 Renovias | 10 CCR ViaSul |
| 3 CCR ViaOeste | 7 CCR ViaLagos | 11 CCR ViaCosteira |
| 4 CCR RodoAnel | 8 ViaRio | |

CCR MOBILIDADE

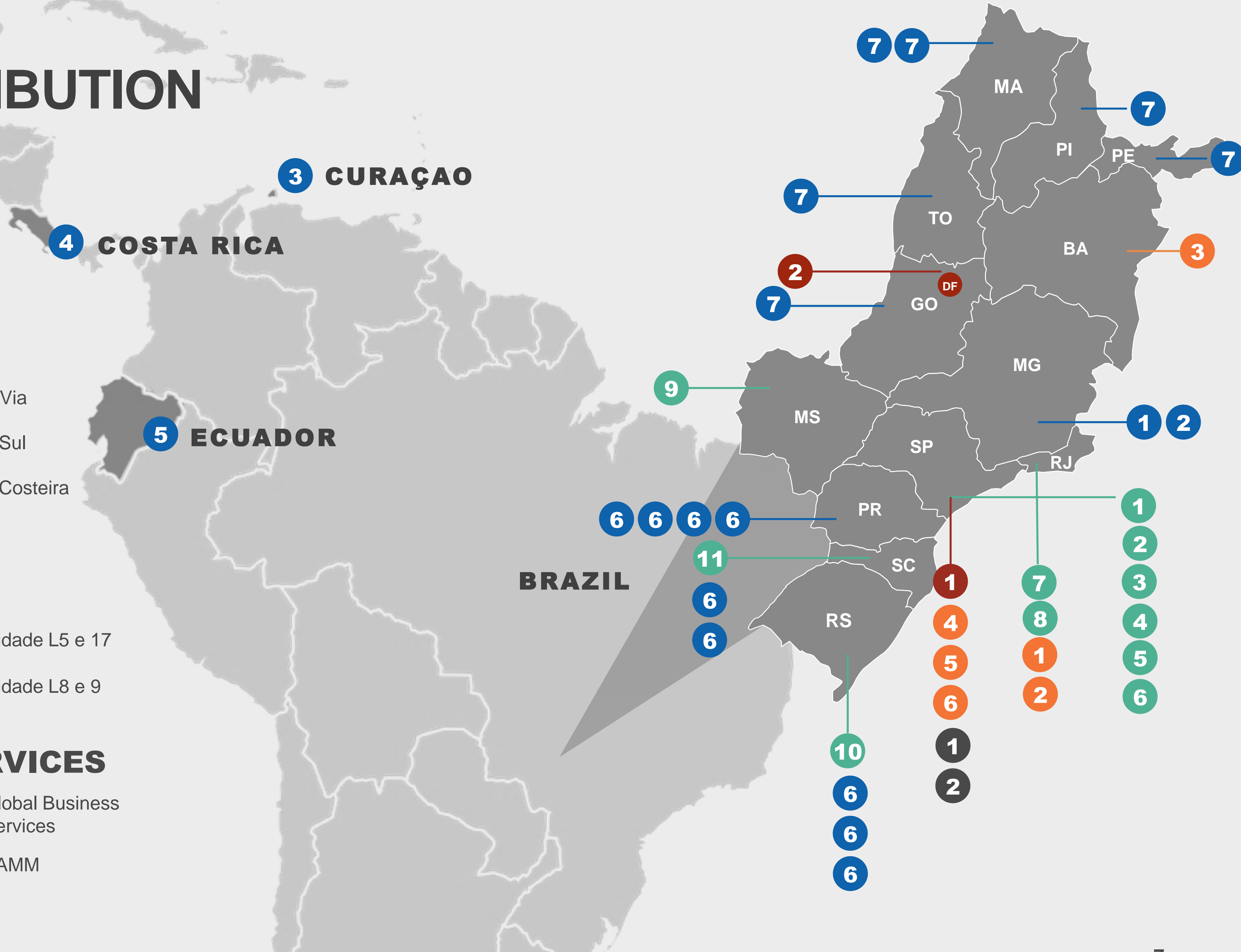
- | | | |
|---------------|-------------------|-------------------------|
| 1 VLT Carioca | 3 CCR Metrô Bahia | 5 ViaMobilidade L5 e 17 |
| 2 CCR Barcas | 4 ViaQuatro | 6 ViaMobilidade L8 e 9 |

CCR AEROPORTOS

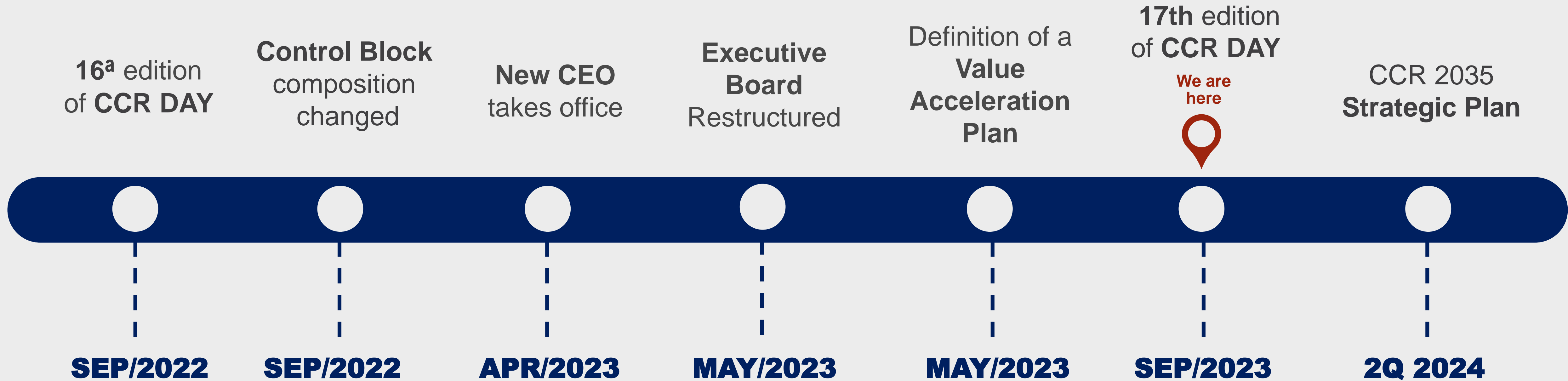
- | | |
|----------------------------------|-------------------|
| 1 BH Airport | 4 Aeris |
| 2 Pampulha | 5 Quiport Airport |
| 3 Curaçao Airport Partners - CAP | 6 Bloco Sul |
| | 7 Bloco Central |

SERVICES

- 1 Global Business Services
- 2 SAMM



EVOLUTION OVER THE LAST 12 MONTHS



VALUE ACCELERATION PLAN

STRATEGIC UPDATE



**Operational
Planning**



**Financial
Planning**



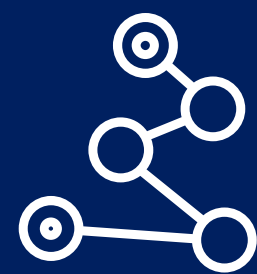
**Risk
Management**



**Regulation /
Advocacy**



**ESG
Leadership**



**Organizational
Design**



**People and
Culture**



**Digital
/ IT**



Innovation



**Customer
Experience and
Positioning Brand**

CCR VISION

**Leading the mobility
industry, with a focus
on creating
sustainable value**

CCR STRATEGIC PILLARS

Leading the mobility industry, with a focus on creating sustainable value

- 1** Profitable and Selective Growth
- 2** Optimized Portfolio
- 3** Superior Efficiency
- 4** Optimized Capital Structure and Attractive Return
- 5** ESG Leadership
- 6** World-Class Competencies

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1 STRATEGIC PILLAR | Profitable and Selective Growth

- A** Strict execution of investments and capital allocation for growth
- B** Exploring platforms by transport mode to manage value, optimize capital, accelerate growth and simplify governance
- C** Consolidation of the airport transport mode in Latin America as a lever of value
- D** Exploring adjacent businesses (energy, expansion of supplementary revenues in the areas surrounding the assets)



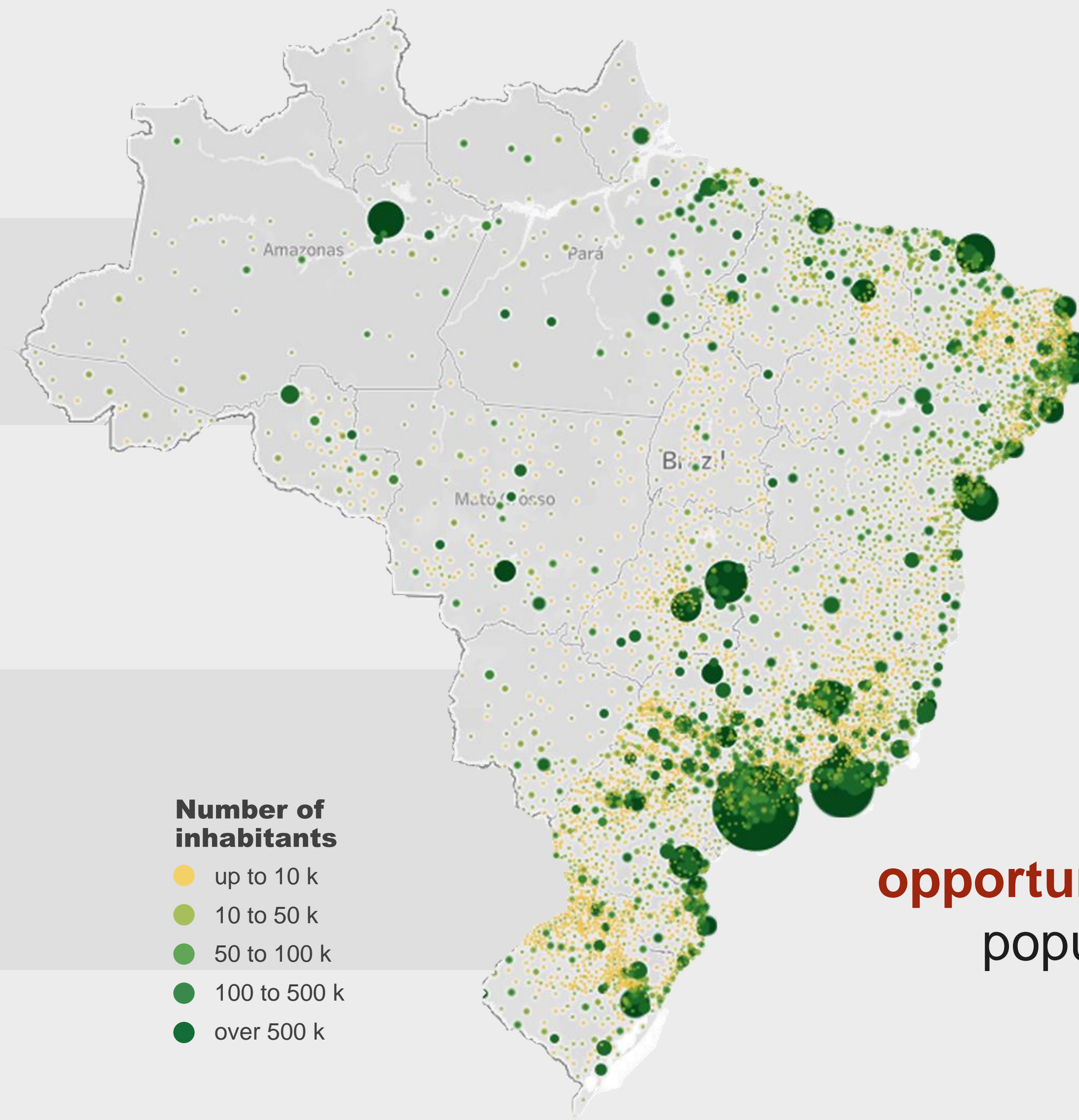
1 STRATEGIC PILLAR | Profitable and Selective Growth

A Capital allocation

Priority geographic focus
in major metropolitan areas in Brazil
and their connections

Extensive risk assessment:
strategic, financial, regulatory,
operational, market and ESG

Profitability spread over K_e , risk
metrics, time to cash and impact on
CCR Group's consolidated financial
statements



Main growth
opportunities in large
population groups

1 STRATEGIC PILLAR | Profitable and Selective Growth

Different strategies for different transport modes

TOLL ROADS

Strict execution of contracted growth and selective growth for new and existing assets

~**BRL 28 Bn** committed capex

~**BRL 125 Bn** capex in new opportunities over the next 3-5 years

URBAN MOBILITY

Investments in existing assets and pipeline of opportunities in concessions in state capitals

~**BRL 3 Bn** committed capex

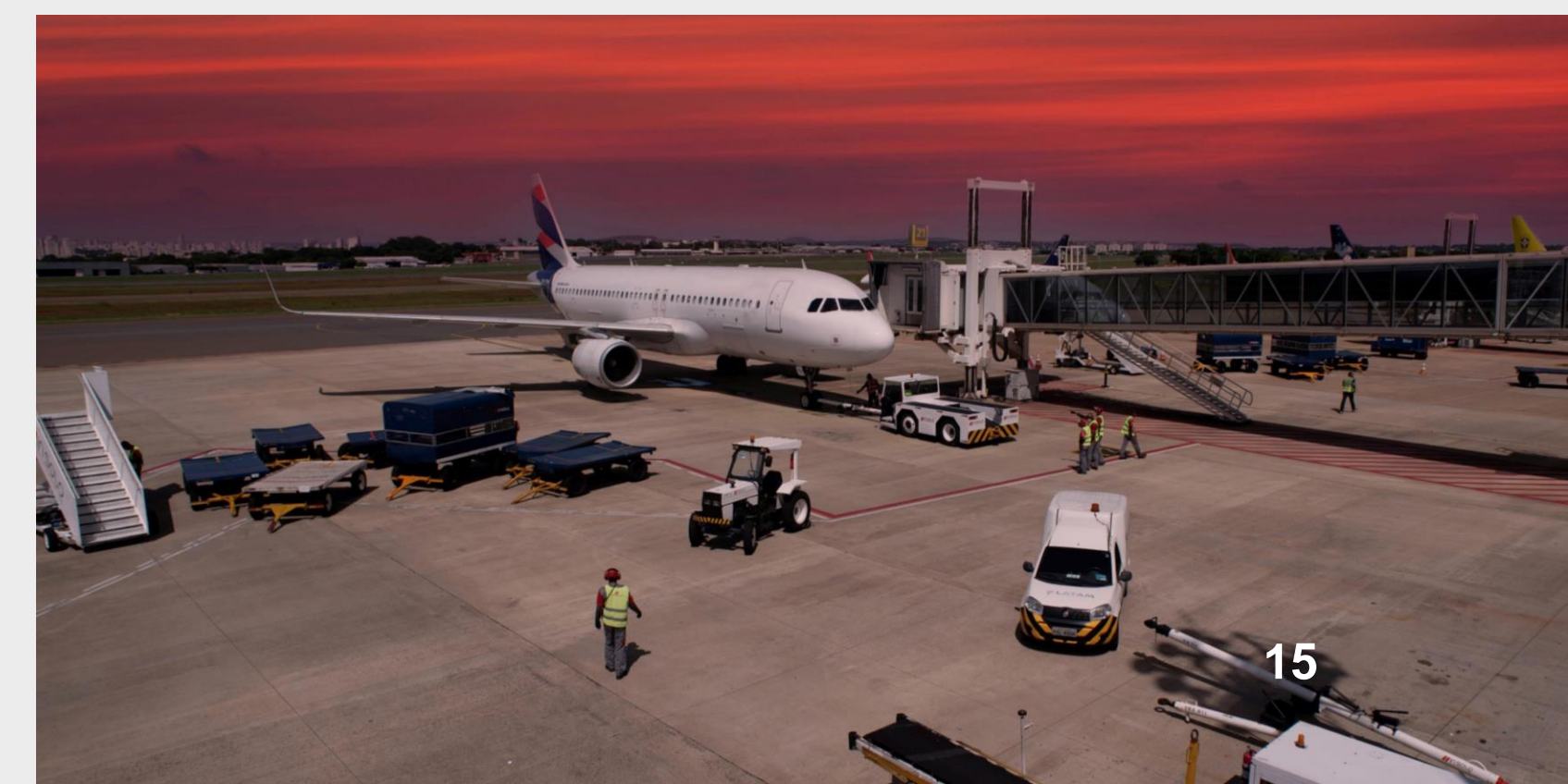
~**BRL 62 Bn** capex in new opportunities over the next 3-5 years

AIRPORTS

De-risking of Round 6 investments and evaluation of Latin America consolidation moves, to limit exposure

~**BRL 2 Bn** committed capex

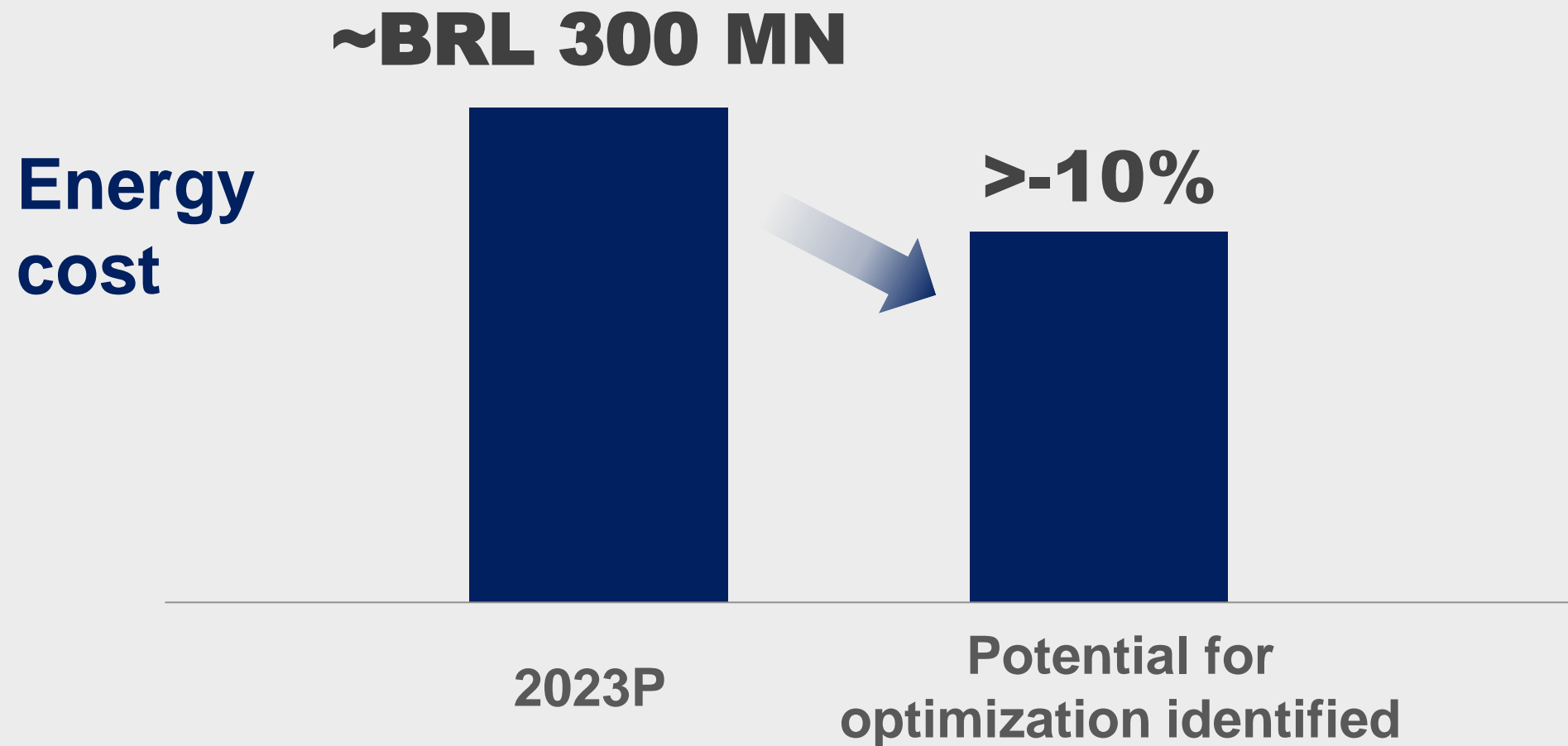
Source: CCR Analyses



1 STRATEGIC PILLAR | Profitable and Selective Growth

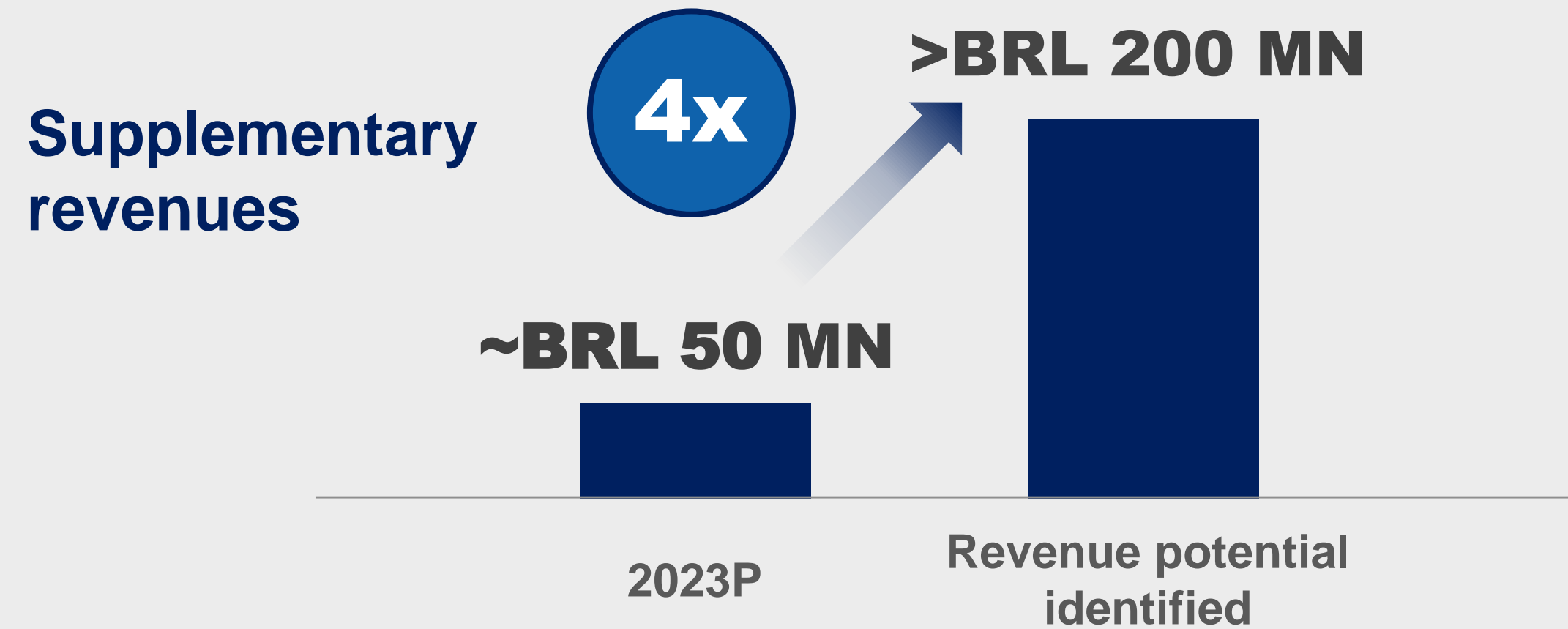
D Exploring Adjacent Business

D1 Energy Management



- 40th largest consumer of energy in Brazil (~550 GWh in 2022)
- Energy self-production feasibility under analysis

D2 Development of supplementary revenues in urban mobility



- Potential increased value creation from supplementary revenues around the stations

Under assessment: **potential for creating additional value** to the identified operational optimization

CCR STRATEGIC PILLARS

Leading the mobility industry, with a focus on creating sustainable value

1

Profitable and Selective Growth

2

Optimized Portfolio

3

Superior Efficiency

4

Optimized Capital Structure and Attractive Return

5

ESG Leadership

6

World-Class Competencies

2

STRATEGIC PILLAR | Optimized Portfolio

A Active portfolio management

B Capital recycling program to accelerate growth and adjust the risk-return profile

C De-risking of capex, operational, financial and regulatory **assets**



2 STRATEGIC PILLAR | Optimized Portfolio

Creating value through active portfolio management, de-risking and assessment of capital recycling opportunities

Anchor assets

Value creation and operational and financial optimization

Assets under development

De-risking and operational and financial optimization

Challenging mature assets

Turnaround and risk control

Non-anchor mature assets

Value crystallization and potential capital recycling

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3 STRATEGIC PILLAR | Superior Efficiency

- A** Annual efficiency program to reach first international benchmark quartile
- B** Organizational redesign for efficiency and clarity regarding responsibilities
- C** Capex assertiveness



3 STRATEGIC PILLAR | Superior Efficiency

Cost optimization
since 2020



~BRL 330 MN

Annual Cost
Efficiency Program

Target Opex (cash) /
Net Revenues



<38%
(vs. 41% 2022)

Organizational redesign

- More strategic holding company
- Cost optimization per transaction in shared services
- Resizing the organization

Simpler, more agile and efficient
Company

3 STRATEGIC PILLAR | Superior Efficiency

C Capex assertiveness



Improving the **capex management model** in line with international best practices

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4

STRATEGIC PILLAR

| Optimized Capital Structure and Attractive Return

A Reduced leverage at the Holding Company

B Lengthening the debt profile

C Efficient cost allocation

D Clear and predictable dividend policy with attractive return to shareholders



4

STRATEGIC PILLAR | Optimized Capital Structure and Attractive Return

Reducing Holding Company's net debt by ~50% in 2023

Controlled leverage (ND / Adjusted EBITDA <3.5x)

Credit rating local AAA

TSR higher than capital cost

50% payout as target



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STRATEGIC PILLAR | ESG Leadership

A

Carbon Neutrality and
ESG Roadmap

B

Increased social impact spearheaded
by the CCR Institute

C

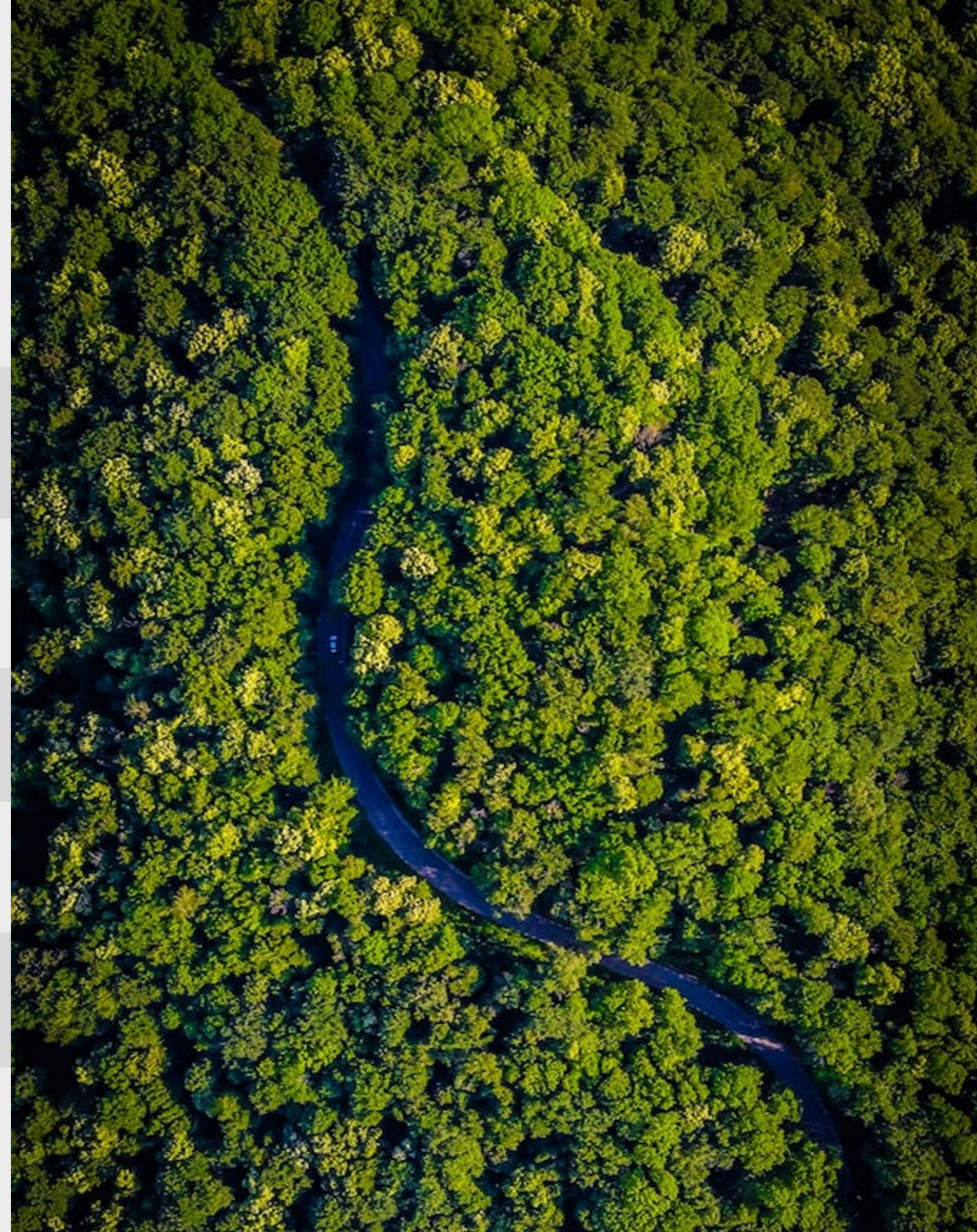
Safety as a priority value

D

Benchmark Diversity &
Inclusion Program

E

Governance with international standard



5 STRATEGIC PILLAR | ESG Leadership



Environmental

SBTI – targets approved by 2033

60% reduction in scope 1 and 2
27% reduction in scope 3



DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Carbon neutrality

Reduced emissions scopes 1 and 2, offsetting strategy

100% use of biofuels

light fleet vehicles by 2025

100% renewable energy

in all assets by 2025

100% of assets with a climate resilience plan

by 2025



5 STRATEGIC PILLAR | ESG Leadership



Social

More than BRL 500 MN

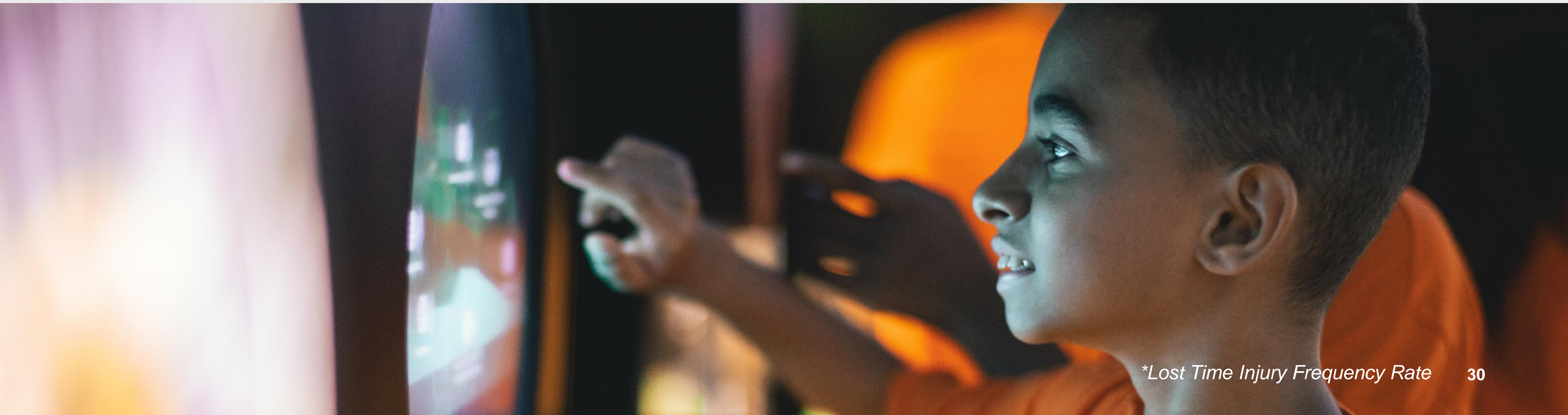
In social investments by 2030 spearheaded by the **CCR Institute**

“Zero-accident” Culture

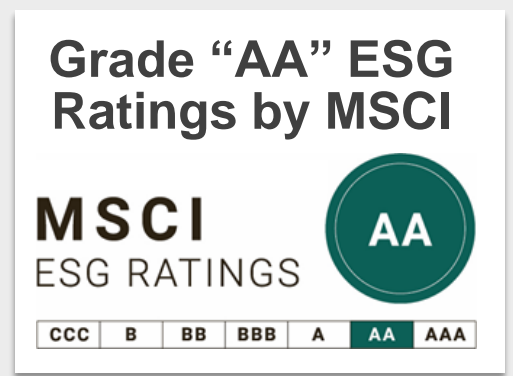
- Safety is in our DNA
- Reduced LTIFR* (employees and third parties)

Diversity and Inclusion

- Targets for underrepresented groups
- Reference program



5 STRATEGIC PILLAR | ESG Leadership



Governance



- AC-CCR and AC-ICCR chaired by women
- Audit Committee consisting of independent members and coordinated by an external member
- Committee dedicated to ESG issues, coordinated by an independent member
- AC-ICCR chaired by an independent member
- VP GRC reports to the AC-CCR

COMPACT STRUCTURE, EXPERIENCED EXECUTIVE TEAM AND IN LINE WITH VALUE CREATION MANDATE

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6

STRATEGIC PILLAR | World-Class Competencies

A Strengthening skills in key areas of success

B Talent management strategy to enable growth and value creation

C Cultural Transformation and highly engaged team

- Integrity
- Integration
- Impact

D Investment in innovation and digitilization

- Developing
- Digitalizing
- Decarbonizing



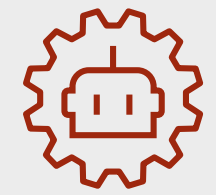
6

STRATEGIC PILLAR | World-Class Competencies

Stepping up investment in
Innovation and Digital Technology



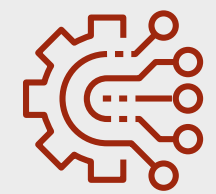
Smart Mobility



InfraTech



Automation, robotics and AI



Customer Experience



Cyber Security



Additional sources of revenue



6 STRATEGIC PILLAR | World-Class Competencies

A diverse and motivated team ready for the future

Great
Place
To
Work®

Certificada

Jun/2023 - Jun/2024

BRASIL™



HIGH DIVERSITY

~**17 k** employees

21 nationalities

People from all **states of the Union**

38% women

46% black and mixed race

70% generations Z and Y



TALENT MANAGEMENT STRATEGY

- Attracting and retaining the best talent
- Motivational work environment
- Encouraging internal mobility
- Upskilling in new competencies (e.g., digital)
- Compensation and benefits in line with the market
- Strengthening the leadership and succession pipeline
- Promoting Diversity and Inclusion

TALENT MANAGEMENT STRATEGY TO ENABLE
GROWTH AND VALUE CREATION

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FOCUS ON CREATING SUSTAINABLE VALUE

GROWTH

- Assertive execution of capex **BRL 33 Bn**
- Strict capital allocation for growth
- Creating value in adjacencies
- Capital recycling program

EFFICIENCY

- Annual efficiency program
- Opex (Cash) / NR **<38%**
- Holding company with zero net debt
- Operational excellence in the 3 transport modes
- Safety: “Zero Accident” Culture

RETURN

- Leverage **<3.5x** ND / adjusted EBITDA
- Controlled risk
- Credit rating local AAA
- Payout target **50%**
- TSR higher than capital cost

ESG

- Carbon Neutrality
- **100%** green energy in 2025
- **BRL 500MN+** in social impact 2030
- Diversity and Inclusion benchmark program
- Governance with international standard

**Talent Management and
Distinctive Skills**



**Cultural
Transformation**



**Digitalization and
Innovation**

CCR RODOVIAS

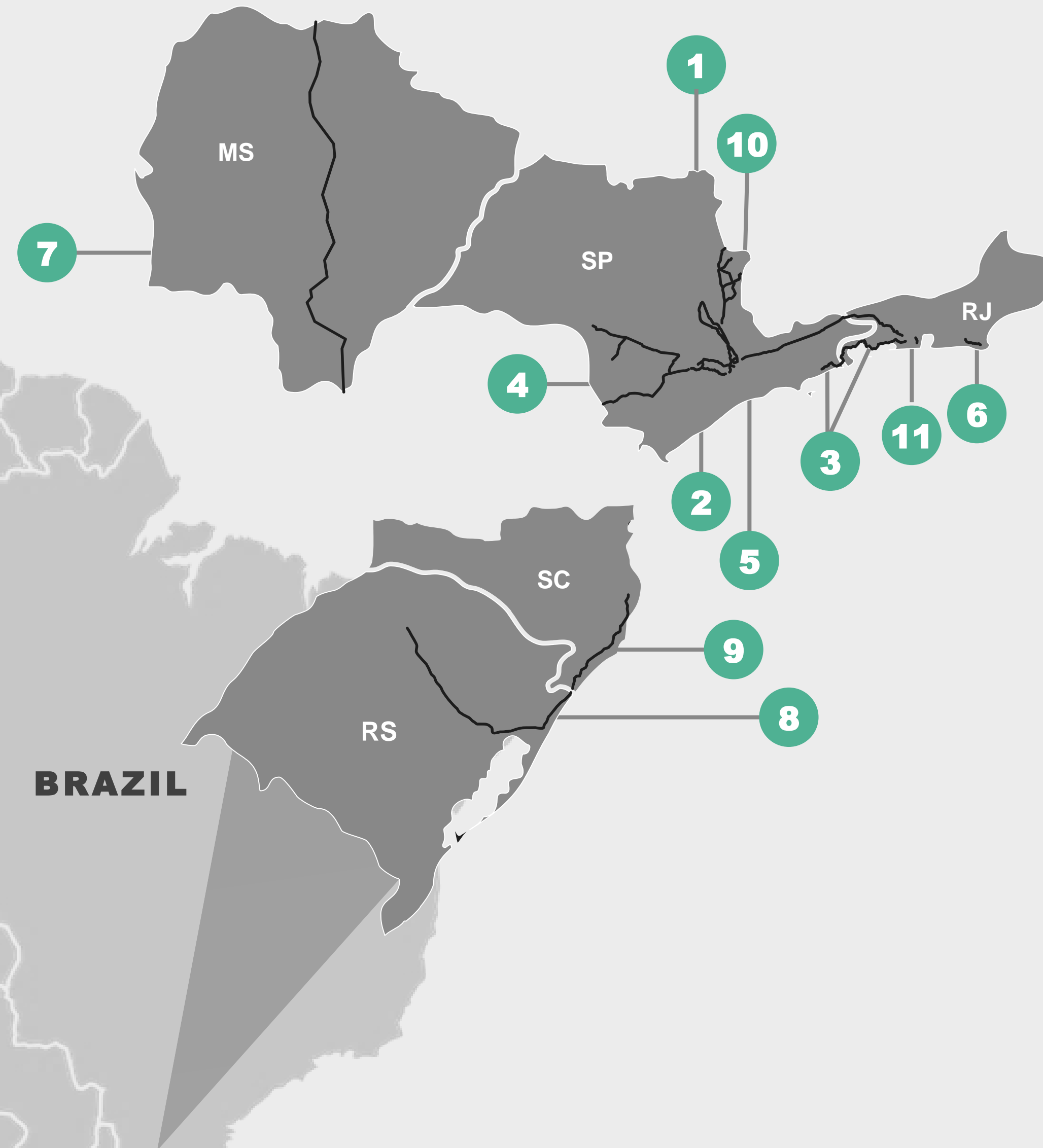
EDUARDO CAMARGO

Vice President of Businesses

CCRDAY

CCR RODOVIAS

- 1 CCR AutoBAn
- 2 CCR ViaOeste
- 3 CCR RioSP
- 4 CCR SPVias
- 5 CCR RodoAnel
- 6 CCR ViaLagos
- 7 CCR MSVia
- 8 CCR ViaSul
- 9 CCR ViaCosteira
- 10 Renovias
- 11 ViaRio



CCR RODOVIAS

Services and infrastructure that ensure the best customer experience

1,940,274
VDMA¹



(Aug/2022)

11
concessionaires



3,615 km
long

Operating in
192 cities



in **5** states

~7 k direct
employees



~8.2 k
indirect and outsourced ones

1. Average Annual Daily Vehicle



1/3

of the Light Vehicle Fleet



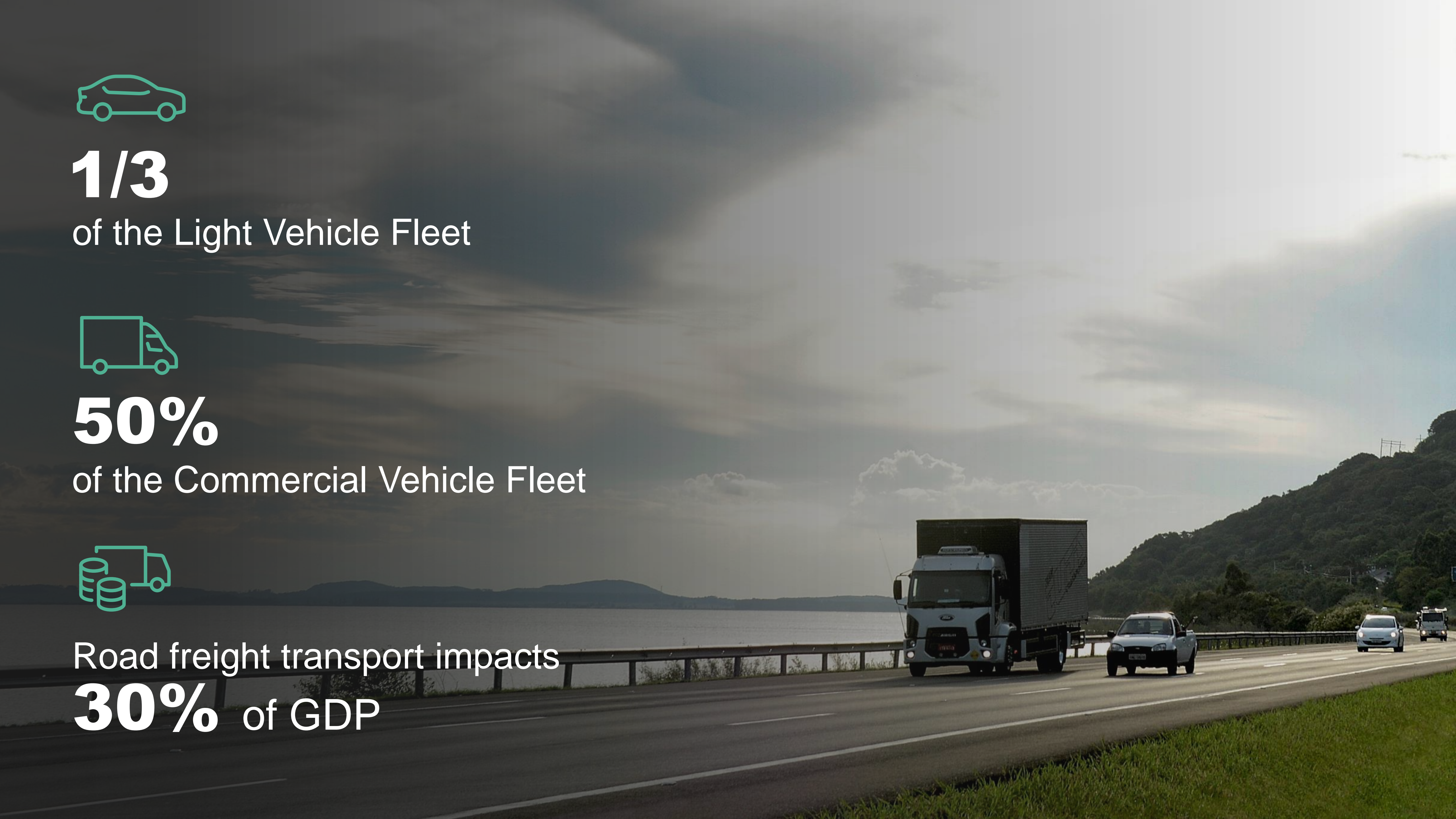
50%

of the Commercial Vehicle Fleet



Road freight transport impacts

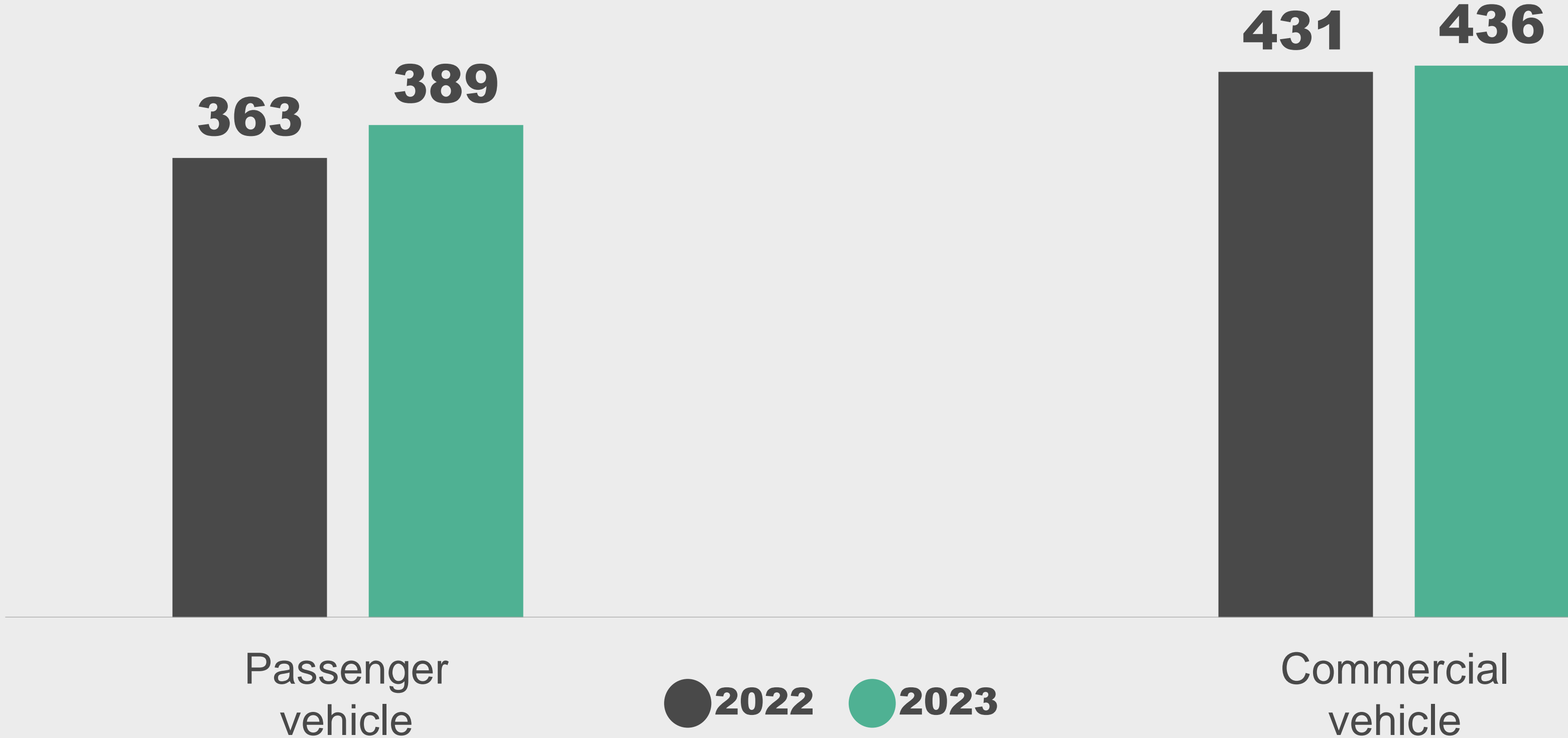
30% of GDP



TRAFFIC PERFORMANCE

Toll roads demand (equivalent axles)

Actual – Jan-Aug (MN)



CREATE VALUE

Charging for suspended axles on loaded vehicles

CCR ViaSul
(May 16th to Aug 31st)

4.3%+ business revenue

2.7%+ total revenue

CCR ViaCosteira
(May 16th to Aug 31st)

4.5%+ business revenue

3.0%+ total revenue

CCR RioSP
(Aug 21st to Aug 31st)

5.4%+ business revenue

3.6%+ total revenue



OPERATIONAL EFFICIENCY



Payment methods:

70.4% of payments via tag

29.6% of payments in the manual booths

30.5% paid by card

Phase out cash payments by **2026**

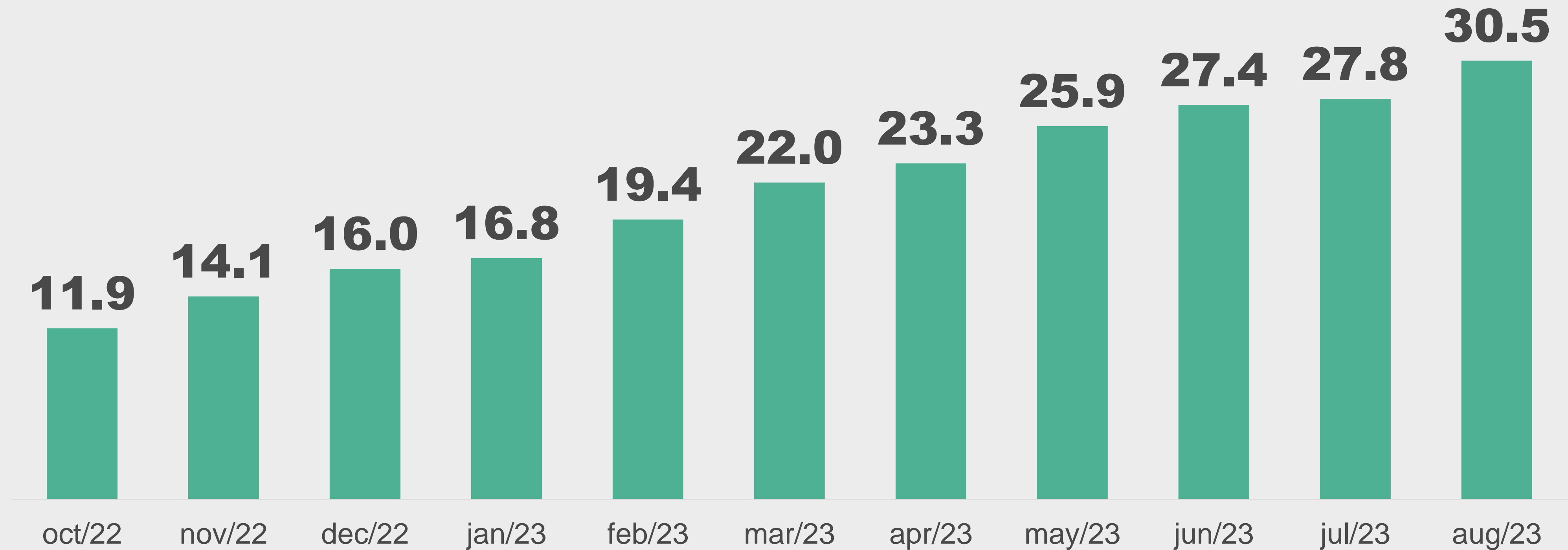


PAYMENTS BY CARD

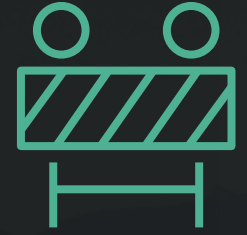


% of vehicles – manual lanes – all toll roads

156%+



INNOVATION



Free Flow

5 MN+

in transactions
(since March 31st, 23)

57%

valid tags

87%

compliance rate

99,97%

of satisfied customers
(transactions x complaints)



OPERATIONAL EFFICIENCY

Illustrative in 2023

CONSERVATION

- Changing the way we hire
- Adjustment of services generating optimizations and synergies

PRE-HOSPITAL CARE

- Synergy/integration of care teams
- Centralization and greater control of the inventory of consumables, hardware and tools

INTERACTION


- Use of new, more efficient types of vehicles
- Optimization of resources to meet service demands



Snooper truck 30% more efficient than the light tow truck (hybrid vehicles)



CAPEX ASSERTIVENESS

 Investment in construction work:
~**BRL 28 Bn** of committed capex

Investments in line with the Company's budget

92% of the construction work already contracted for **2023**

73% of the construction work already contracted for **2024**

45% of the construction work already contracted for **2025**

45% of the construction work already contracted for **2026**

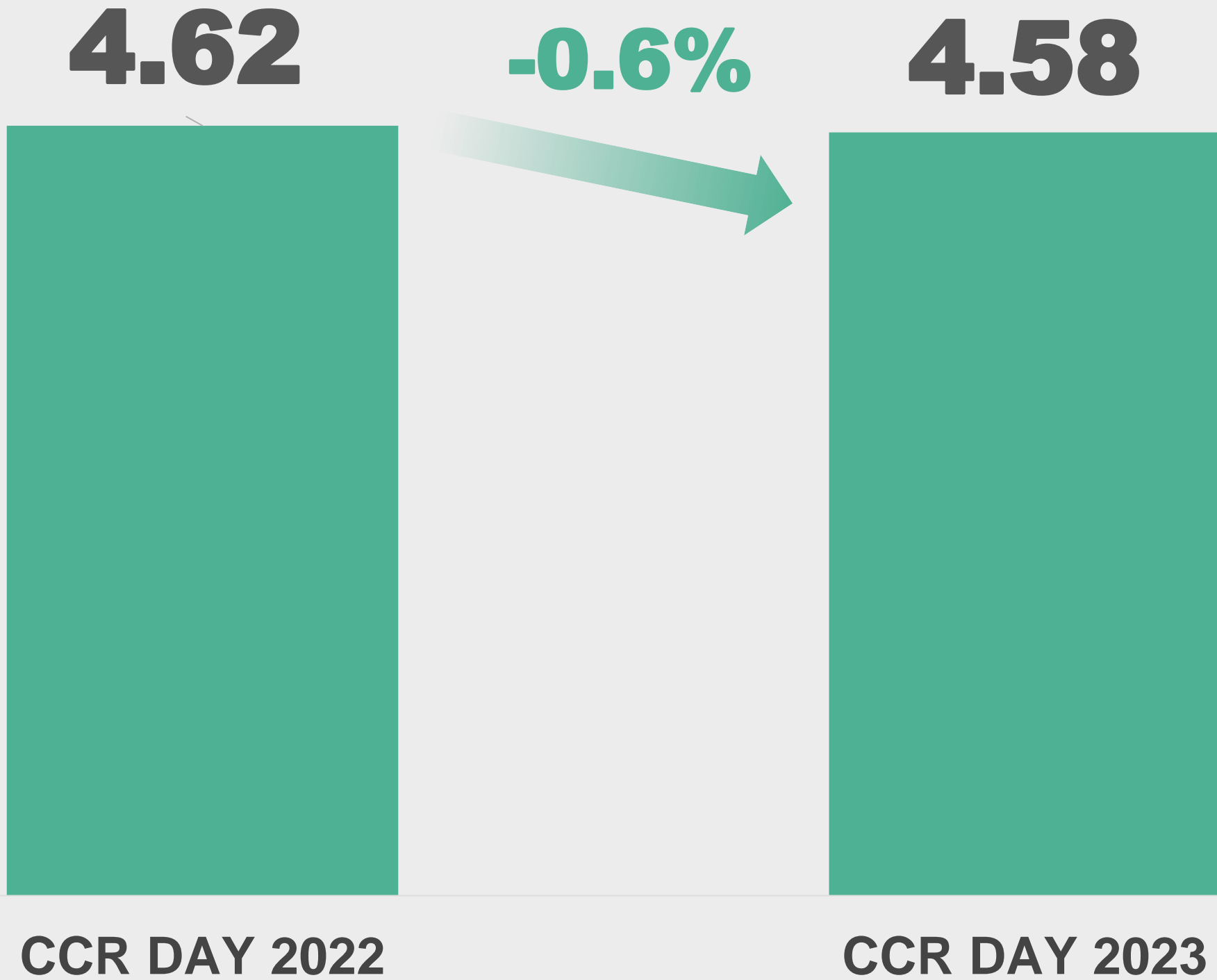
40% of the construction work already contracted for **2027**



CCR RioSP



Contracted Investments (R\$ bi)



BRL 15 Bn

Total capex value
CCR RioSP

35%
of total capex value
CCR RioSP

As of Oct/19

CAPEX DE-RISKING | CCR VIAOESTE



COMPLETION:
Mar/2024



New access
bridge to Osasco

CAPEX DE-RISKING | CCR VIAOESTE



COMPLETION:
Mar/2025

Implementation
of marginal roads
in Barueri



CAPEX DE-RISKING | CCR VIAOESTE



COMPLETION:
Mar/2025



Duplication of
Raposo Tavares

CAPEX DE-RISKING | CCR SPVIAS



COMPLETION:
Feb/2025

Duplication in
Itapeva – SP 258



CAPEX DE-RISKING | CCR RIO SP



COMPLETION:
Feb/2025



São Paulo
Metropolitan
Region



CAPEX DE-RISKING | CCR RIO SP



COMPLETION:
Feb/2025

New marginal roadway and widening of express roads in São José dos Campos



CAPEX DE-RISKING | CCR VIACOSTEIRA



COMPLETION:
Feb/2024



New marginal roads in
Sangão – BR-101



CAPEX DE-RISKING | CCR VIASUL



COMPLETION:
Nov/2023

An aerial photograph showing a multi-lane highway under construction. The road surface is dark asphalt, and the surrounding areas are mostly dirt and gravel. There are several construction vehicles, including trucks and excavators, visible on the road. The highway curves through a landscape with some trees and a body of water in the background.

**Produção Highway –
in Estrela – BR-386**

DE-RISKING BUSINESS

Contractual management



VIAOESTE

- **SIGNING OF THE 26TH TAM¹**
 - 14+ months of contract extensions (by March 2025)
 - **BRL 294 MN** in new pass-through
 - **BRL 193 MN** in rebalancing for administrative procedures related to contractual economic and financial imbalances
 - **20,71%** investment on tariff revenue to the Granting Authority

CCR MSVIA

- TCU protocol on 20/sep/23

CAUTIONS REBALANCING OF PENDING EVENTS (INCLUDING COVID-19)

- | | |
|-----------------------------|-------------------------------|
| • CCR AutoBAn | • Renovias |
| • CCR SPVias | adjusting the tariff based on |
| • CCR RodoAnel Oeste | IPCA instead of IGP-M |
| BRL 0.10+ | 3.9+ |
| on the fare | on the fare |

RENOVIAS

- Broad agreement and deadline extension

○ APPROVED

○ UNDER DISCUSSION

INNOVATION IN LINKING THE TWO LARGEST CITIES IN BRAZIL

PARTNERING TO **CONNECT**



4G connectivity on the Presidente Dutra (BR-116) and Rio-Santos (BR-101) toll roads

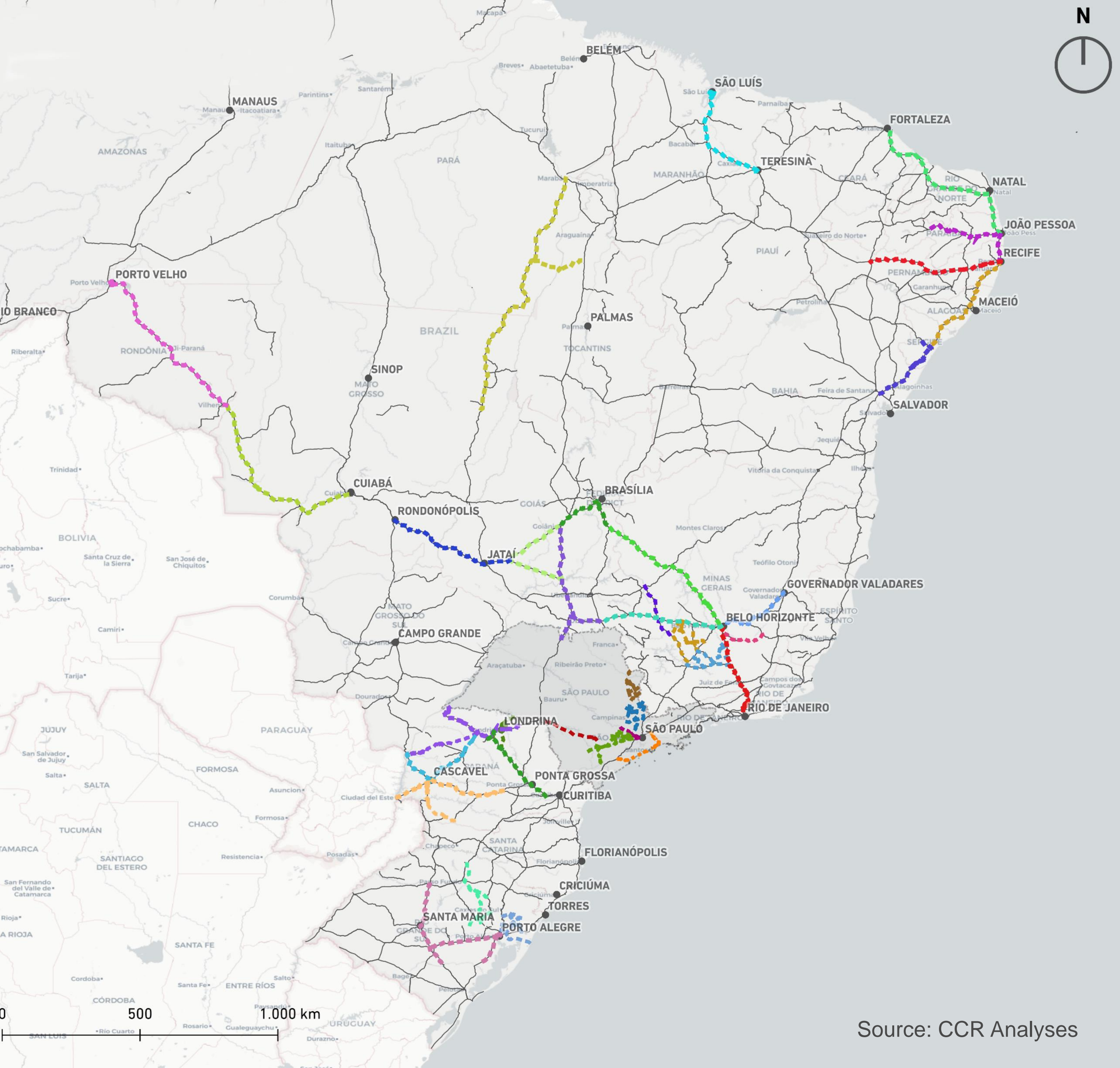
+ 600 km of uninterrupted coverage

Access to the features of the Concessionaire's customer service app

PARTNERING TO **LIGHT UP**

100% of Presidente Dutra illuminated (urban stretches, tunnels and external lighting of Rio-Santos buildings)

29-year agreement



PIPELINE OF OPPORTUNITIES

Next 3-5 years

FEDERAL PROGRAM

- Lots 3 to 6 (PR)
- BR-381 (MG)
- RioBH (BR-040)
- Center/Northern Blocks
- Rota dos Cristais (Crystal Route) (Via040)
- Rota do Zebu (Zebu Route) (Concebra)
- Rota Sertaneja (Sertaneja Route) (Concebra)

STATE PROGRAMS

- Lot 1 (RS)
- Lot 2 (RS)
- Ouro Preto/MG (lot 7)
- São Paulo Coast (SP)
- Re-bidding ViaOeste/SP (3 lots)
- Re-bidding Renovias/SP (2 lots)

Extension: 10 K+ km
Investment: BRL 125 Bn+

CCR MOBILIDADE

MARCIO HANNAS
Vice President of Businesses

CCRDAY

CCR MOBILIDADE

- 1 ViaQuatro – Line 4
- 2 ViaMobilidade - Lines 5 and 17
- 3 ViaMobilidade - Lines 8 and 9
- 4 CCR Metrô Bahia
- 5 VLT Carioca
- 6 CCR Barcas



CCR MOBILIDADE

Services and infrastructure that ensure the best customer experience

Latin America's largest private rail operator



in **3** states

2.7 MN passengers/day post-pandemic



~3 MN passengers/day pre-pandemic

189 KM of rail network in operation



128 stations

~7.5 K+ employees

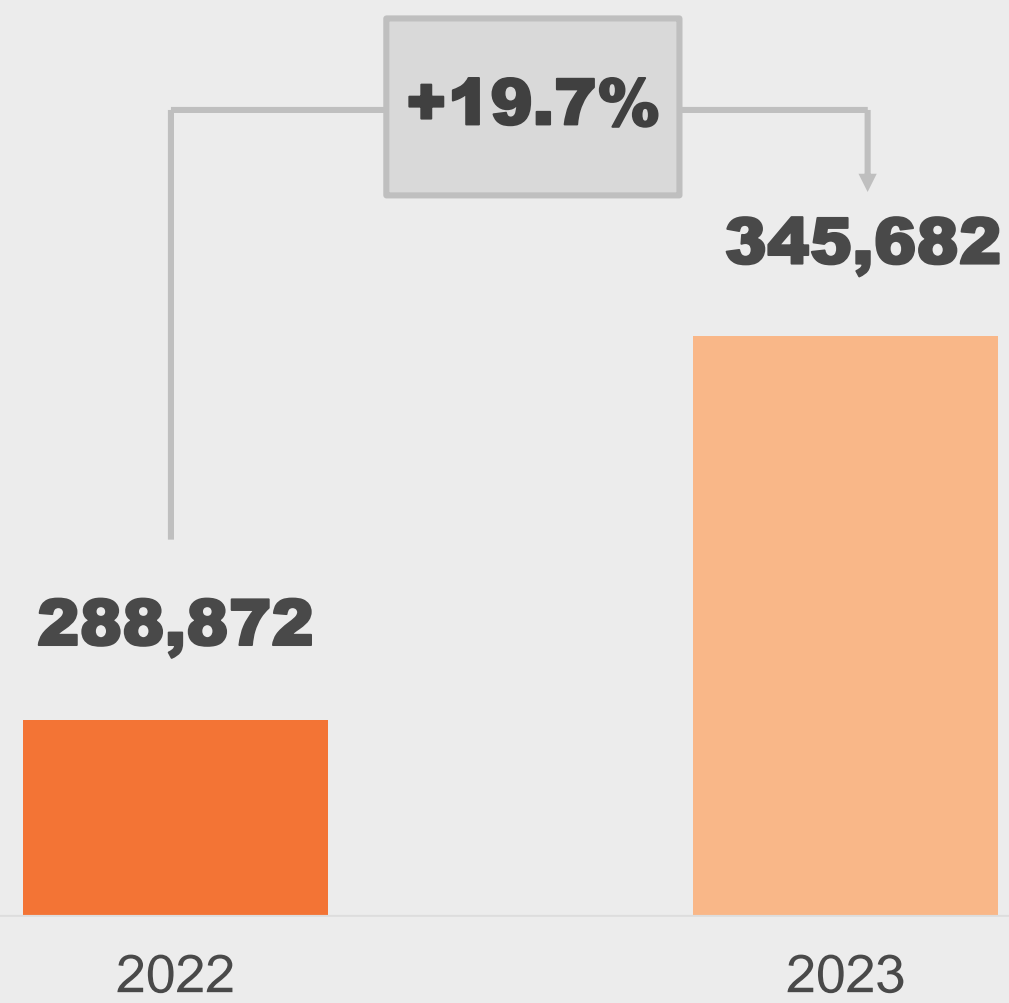


hired

MAIN INDICATORS

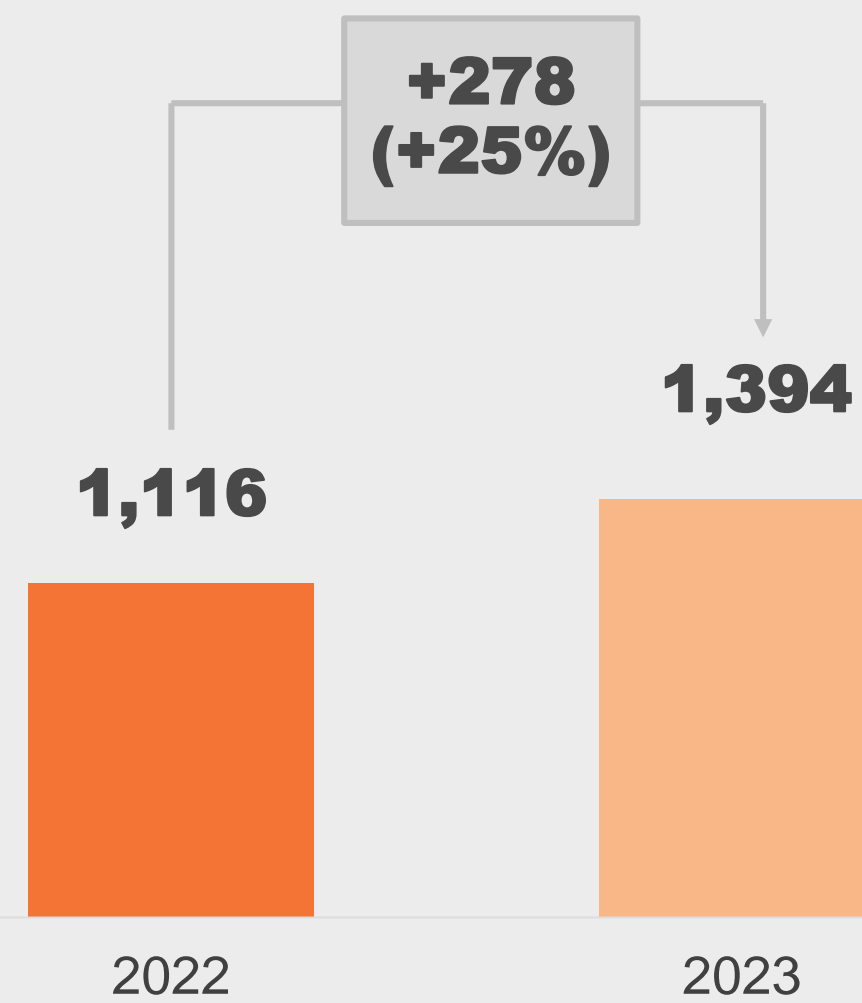
PAX comparison

x 1 k | Base: YTD June



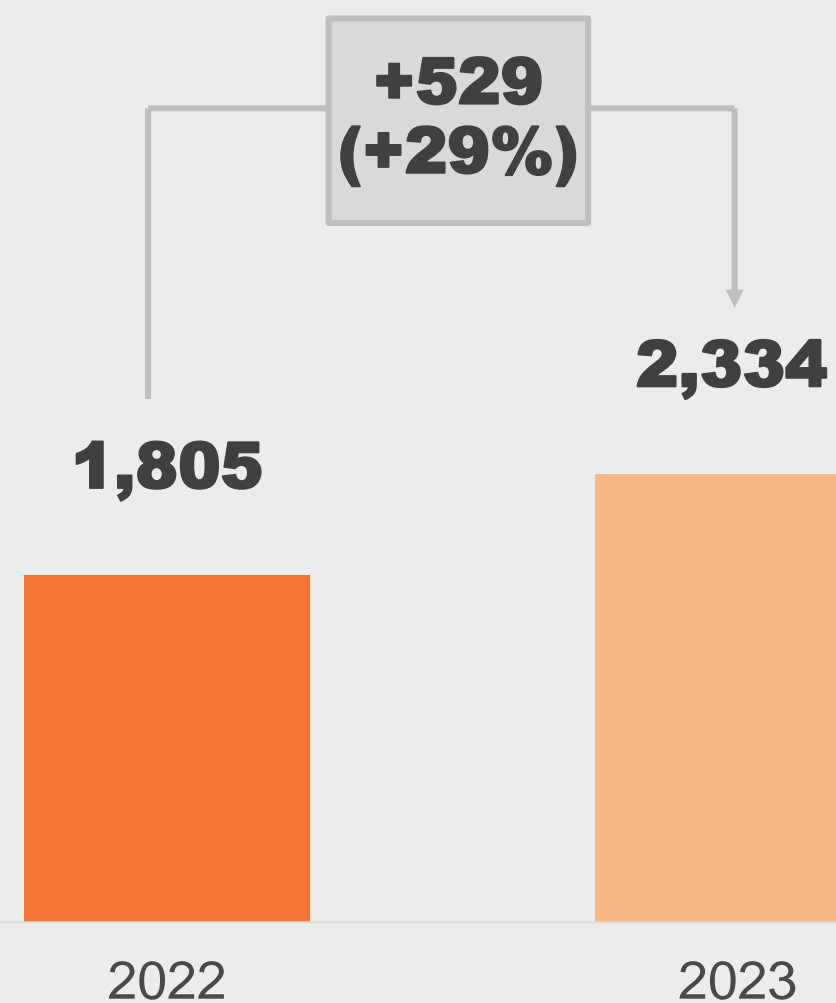
EBITDA* Comparison

BRL MN | Base: YTD June



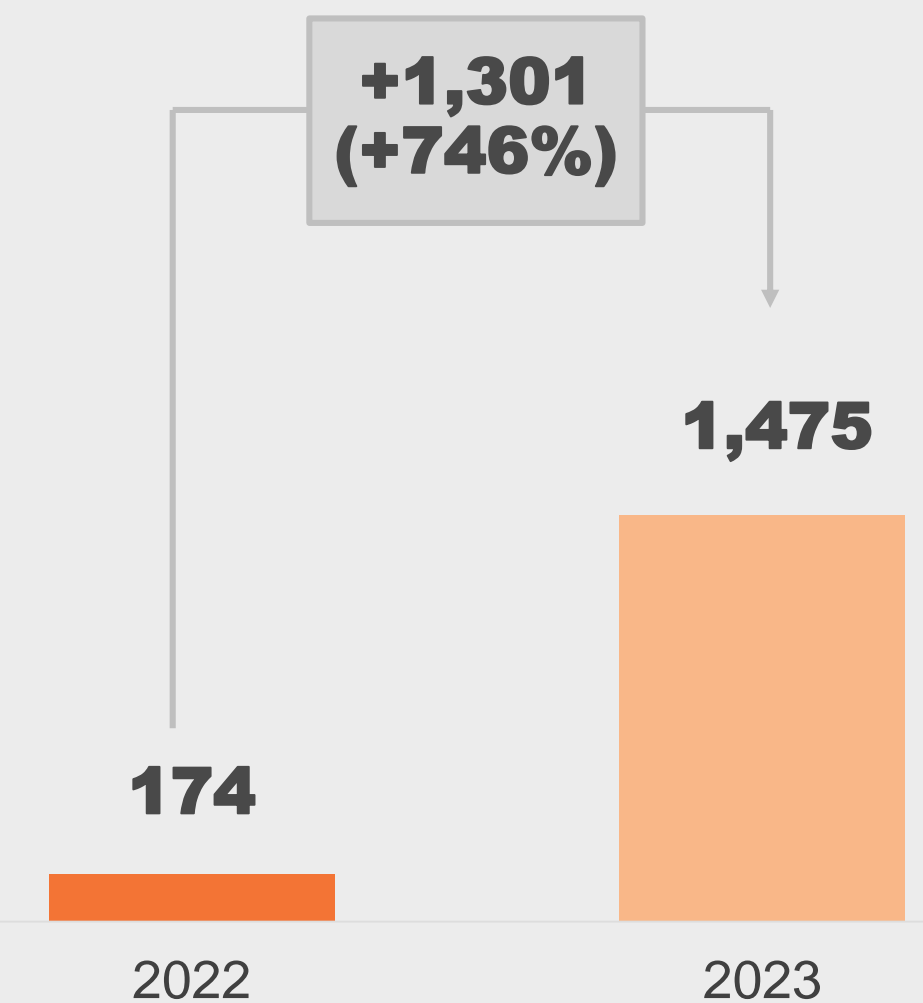
Net revenue comparison¹

BRL MN | Base: YTD June



Investment comparison

BRL MN | Base: YTD June

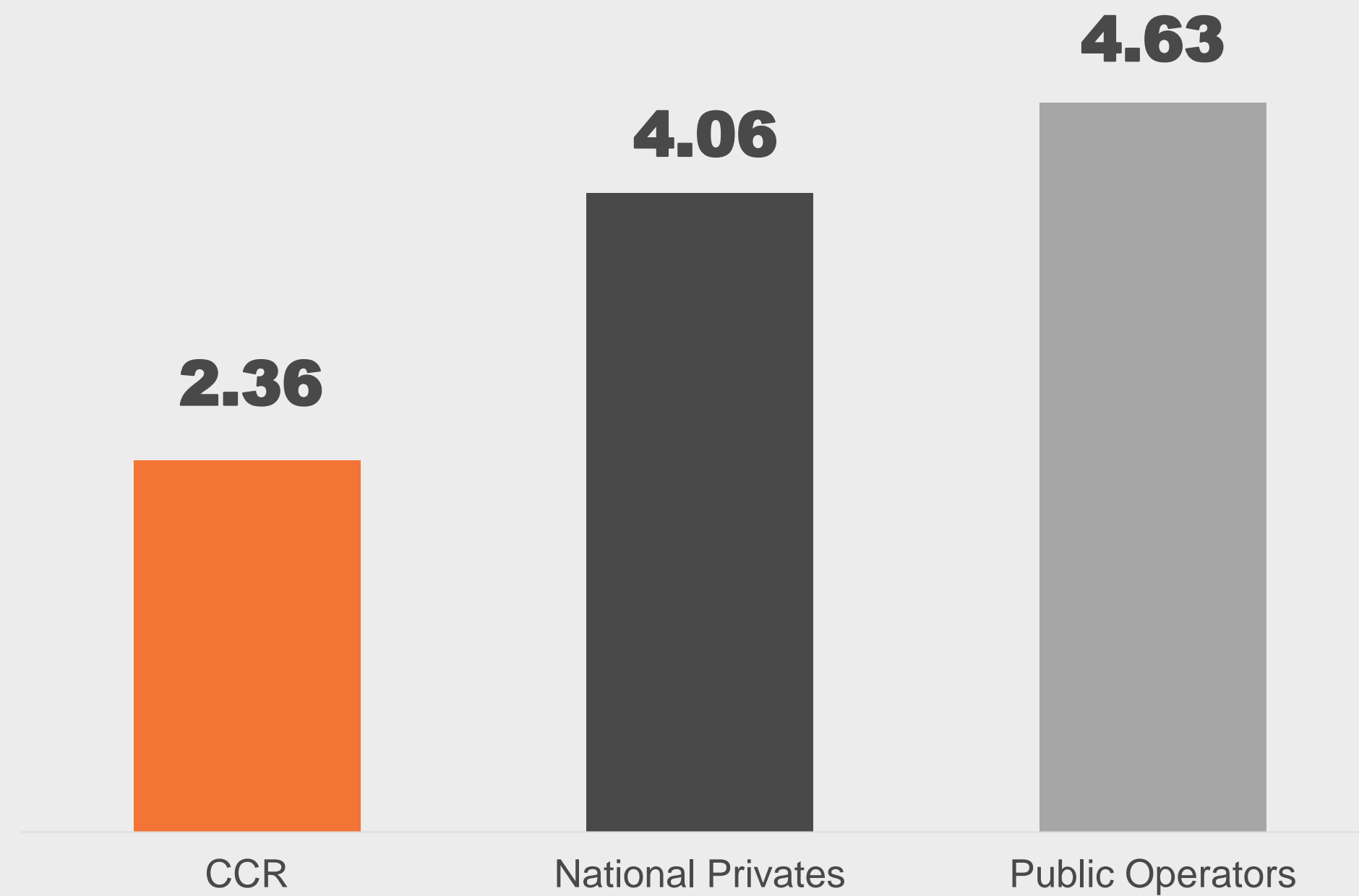


*Construction revenues not considered

COST BENCHMARKING

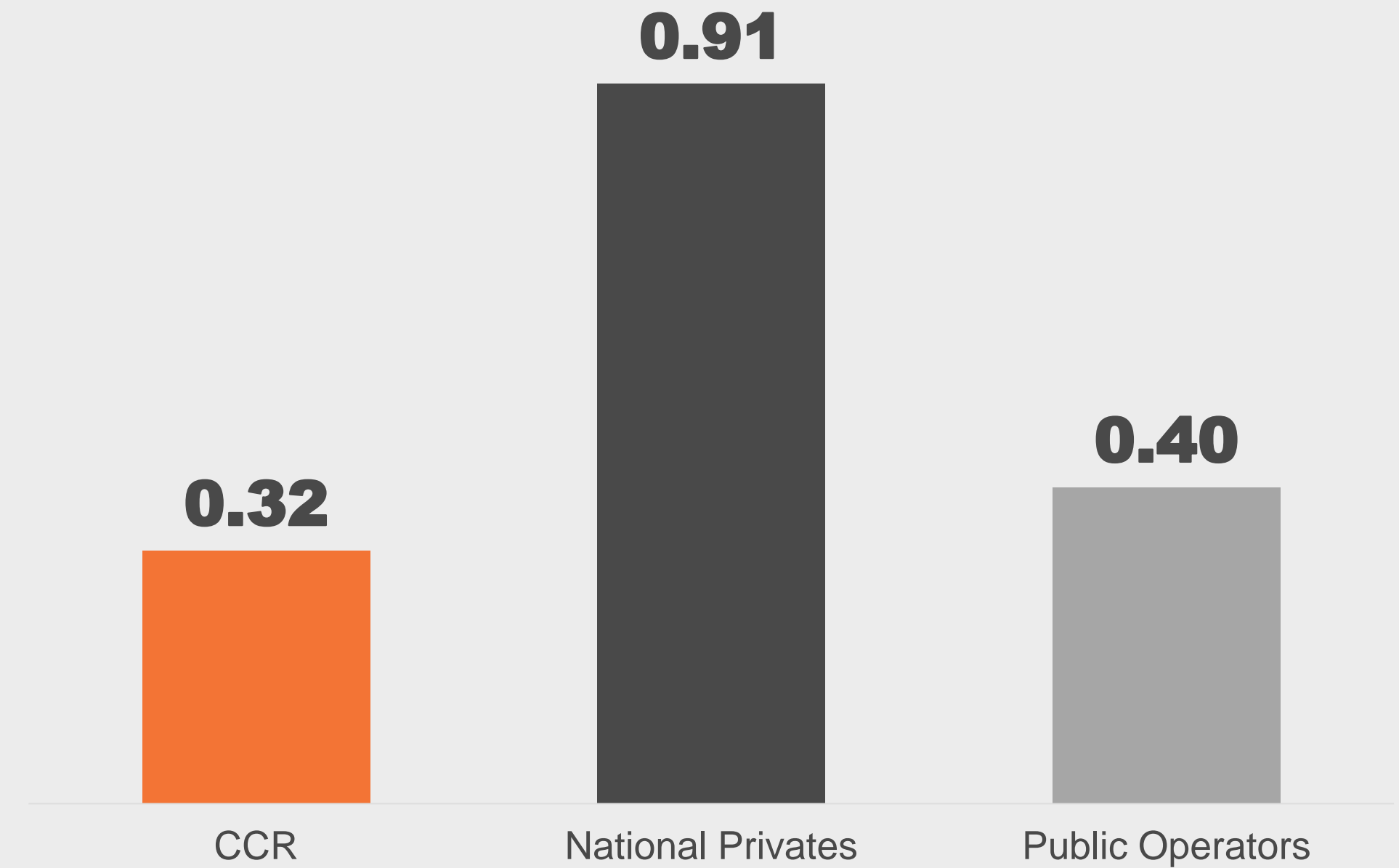
Average cost per PAX

BRL | Base: year 2022



Energy Cost per PAX

BRL | Base: year 2022



PAX TOTAL 2022
(MN)

621

272

1,377

621

272

1,377

DE-RISKING BUSINESS

Contractual management

VLT CARIOCA

- Implementation and operation of the Public Guarantee
- Agreed demand curve for the start of Demand Risk sharing
- COVID-19 rebalancing

CCR BARCAS

- BRL 712 MN in compensation for the 2nd, 3rd and 4th five-year periods
- 5th five-year period still under approval by AGETRANSP

VIAQUATRO

- COVID-19 rebalancing

VIAMOBILIDADE LINES 5 AND 17

- BRL 281 MN COVID-19 rebalancing

CCR METRÔ BAHIA

- Execution of the 10th Amendment and inclusion of the Tramo III operation

VIAMOBILIDADE LINES 8 AND 9

- BRL 150 MN agreement signed with MP/SP



APPROVED



UNDER DISCUSSION

OPERATIONAL DE-RISKING VIAMOBILIDADE – LINES 8 AND 9



Improvement of operating indicators – CMD* and Failures

7.3 k+ sleepers replaced by 17/Sep/23

22+ km of tracks replaced by Sep/17/23

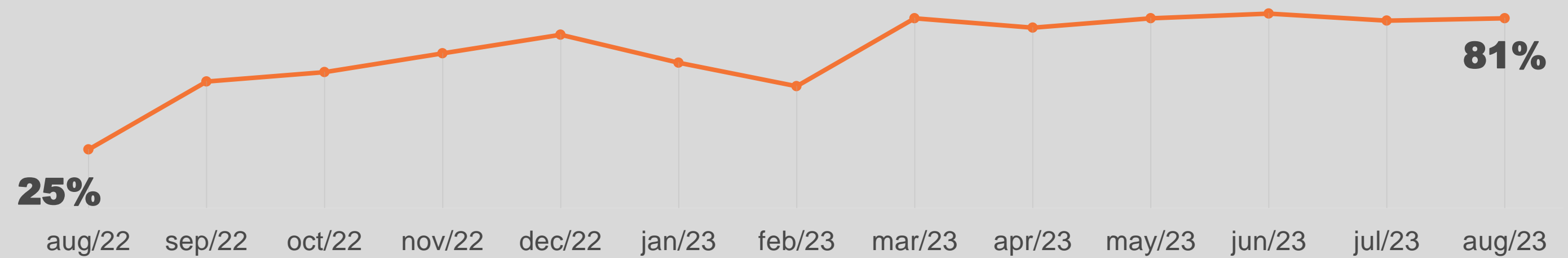
170+ km of the aerial network revised

4 new trains received and 2 in commercial operation

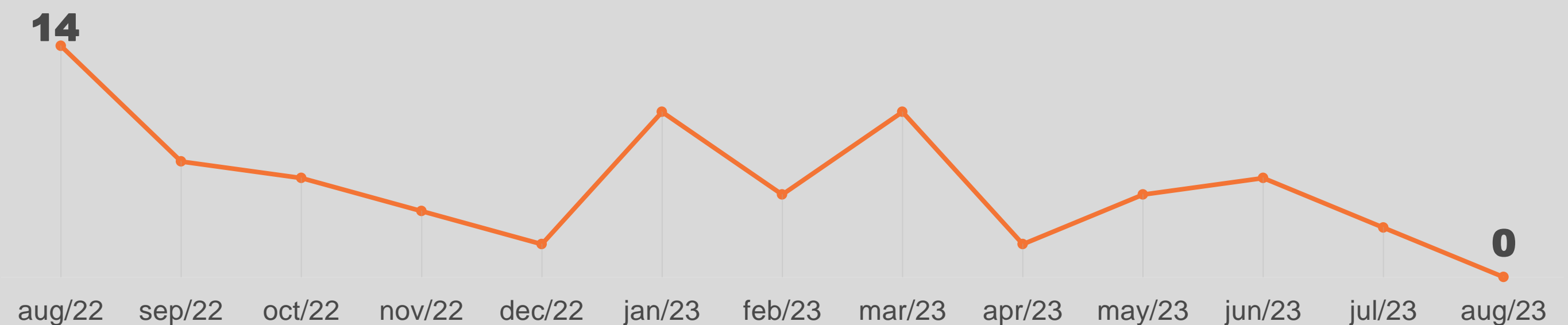
New CCO implemented on Jul/31/23

Summer **readiness plan**

*Performance Measurement Coefficient (CMD)



Total Failures

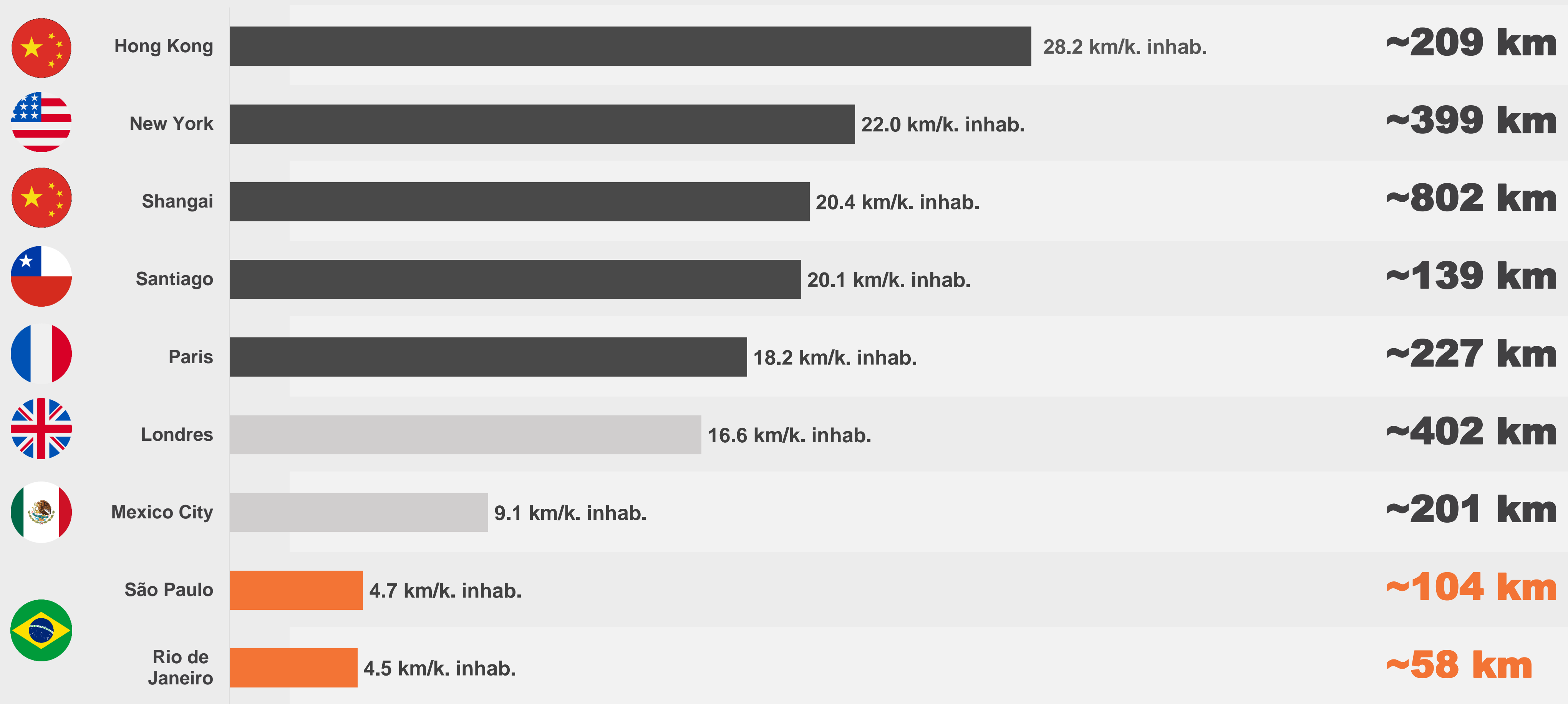


1. Failures with an impact on operations

URBAN MOBILITY HAS GREAT GROWTH POTENTIAL IN BRAZIL

Extension of metro lines per capita¹ in 2022
(selected cities, in km/k. inhab.)

Line
extension



1. Considering the population in the metropolitan area of the cities.

2. Source: CNI; Metropolitan Transportation Authority; SH Metro; Transport for London; Press Search

PIPELINE OF OPPORTUNITIES

- SP**
- Jardim Ângela Extension (Line 5)
 - Taboão da Serra Extension (Line 4)
 - SP TIC North Axis + L7 (Campinas)
 - SP Lines 11, 12 and 13
 - SP Lines 10 and 14
 - SP TIC West Axis (Sorocaba)

- BA**
- South Extension (Line 1)
 - Lauro de Freitas Extension (Line 2)

- RJ**
- Metrô-Rio (Line 3)

- DF**
- Metrô-DF
 - VLT Brasília W3

Total
~BRL 62 Bn

Source: State Governments, Government of the Federal District, IFC and CCR Estimates



OPPORTUNITIES TO CREATE VALUE

ViaQuatro 4



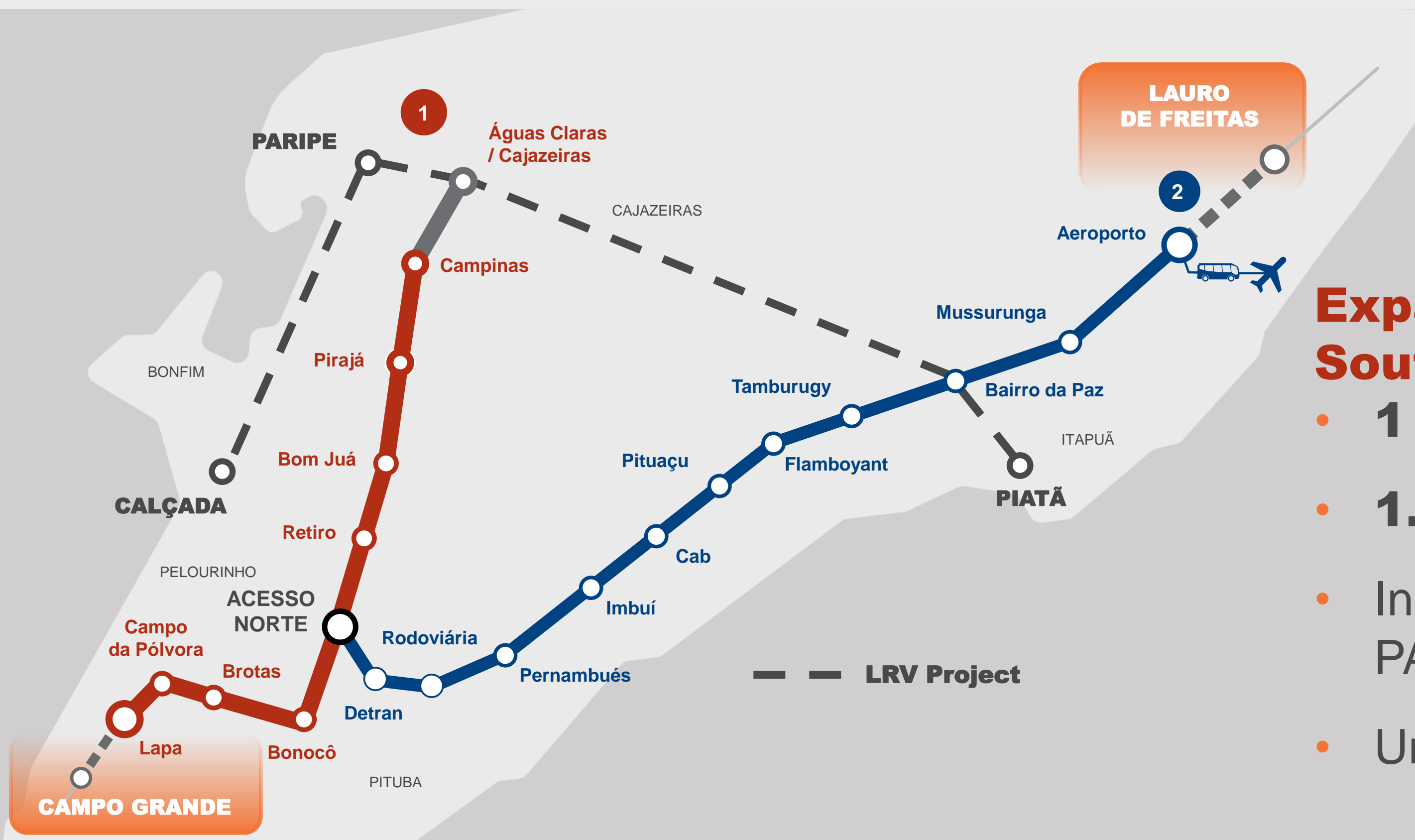
OPPORTUNITIES TO CREATE VALUE

ViaMobilidade Lines **5** and **17**



OPPORTUNITIES TO CREATE VALUE

CCR Metrô Bahia



Expansion South-Campo Grande

- 1 Station
- 1.2 km long
- Increase of ~18 k PAX/day
- Underground section

Expansion Lauro de Freitas

- 1 Station
- 3.4 km long
- Increase of ~37 k PAX/day
- Surface/elevated stretch

MAIN TOPICS UNDER DISCUSSION



ViaMobilidade Lines 5 and 17

- Replacement of the communication system in Line 5



ViaMobilidade Lines 8 and 9

- Discussion on the delayed delivery of trains
- Negotiation to implement the new ETCS signaling system for interoperability



VLT Carioca

- Rebalancing to include TIG operation



CCR Barcas

- Decision to continue for another 12 months on Nov/11/23



CCR Metrô Bahia

- Comprehensive rebalancing of the implementation of Lines 1 and 2
- Partial dispute arbitration over the calculation of Shared Demand Risk
- Rebalancing for migration to the free energy market

CCR AEROPORTOS

FABIO RUSSO

Vice President of Businesses

CCRDAY

CCR AEROPORTOS

- 1** Bloco Sul
 - 1.1** Curitiba
 - 1.2** Foz do Iguaçu
 - 1.3** Londrina
 - 1.4** Bacacheri
 - 1.5** Joinville
 - 1.6** Navegantes
 - 1.7** Bagé
 - 1.8** Pelotas
 - 1.9** Uruguaiana
- 2** Bloco Central
- 3** Pampulha Airport
- 4** Belo Horizonte Airport - BHA
- 5** Quito Airport - Quiport
- 6** San Jose Costa Rica Airport - Aeris
- 7** Curaçao Airport Partners - CAP

- 2.1** Goiânia
 - 2.2** Imperatriz
 - 2.3** São Luís
 - 2.4** Petrolina
 - 2.5** Palmas
 - 2.6** Teresina
- 5** ECUADOR
- 6** COSTA RICA
- 7** CURAÇAO



CCR AEROPORTOS

One of the largest private airport operators in Latin America

Time	Airline	Flight	Gate	Status
10:15	SP - Guarulhos	3289	-	10:15 Flight Closed
10:25	Bela Horizonte	2743	13	10:25 Last Call
10:30	SP - Guarulhos	2888	14	10:30 New Boarding
10:35	SP - Congonhas	1137	4	Check-in Open
10:55	Companhia	2815	10	10:55 Proceed to Gate
11:05	SP - Guarulhos	3281	9	11:05 Confirmed
11:05	SP - Congonhas	3307	6	11:05 Estimated
12:25	Maceo	1088	4	Check-in Open
12:25	Maringa	8108	11	Check-in Open
13:05	SP - Guarulhos	3125	5	13:05 Estimated
13:30	SP - Congonhas	3361	9	13:30 Estimated
14:00	Bela Horizonte	2466	7	14:00 Estimated
14:00	SP - Congonhas	3385	6	14:00 Estimated
14:00	SP - Congonhas	1136	6	14:00 Estimated
14:00	SP - Guarulhos	2888	10	14:00 Estimated

~43 MN
PAX



pre-pandemic
levels

20
airports



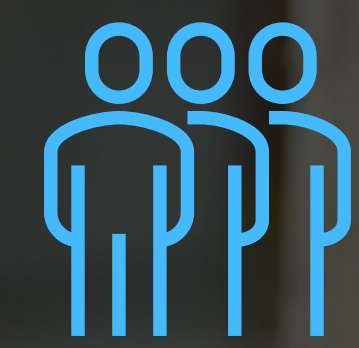
17 Brasil
3 abroad

~200
routes



regular
routes

~1,8 k
employees



in Brazil and
abroad

BUSINESS RESULTS

Recovery of pre-pandemic traffic in the first half of 2023 at international airports. Domestic airports are operating close to recovery.



Passengers

23%+

2022 x 2023 (June YTD)

30%+

International airports

20%+

Domestic airports



Aeronautical revenues

41%+

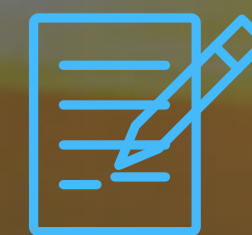
2022 x 2023 (June YTD)

18%+

International airports¹

74%+

Domestic airports²



Non-aeronautical revenues

139%+

2022 x 2023 (June YTD)

198%+

International airports³

74%+

Domestic airports²

¹Quiport: Deferred revenue with a negative impact of BRL 13 MN in 2023.

²The operation of the Bloco Sul and Bloco Central airports by CCR took place in March 2022

³Aeris: BRL 192 MN as a rebalancing of new revenues related to the COVID-19 pandemic

Notes: Exchange Rate - USD/BRL 4.98 (sep/09/2023)

CREATE VALUE



32 new commercial operations

9+ Bloco Central

13+ Bloco Sul

20+ BH Airport
(2nd largest airport in Brazil)

29 new domestic and international routes

9+ Aeris

5+ Quiport Airport

1+ Curaçao Airport Partners

2+ Bloco Central

7+ Bloco Sul

5+ BH Airport

Services

3+ new Airlines to operate in Curaçao (Blue, Albatross and Laser)

2+ new weekly flights

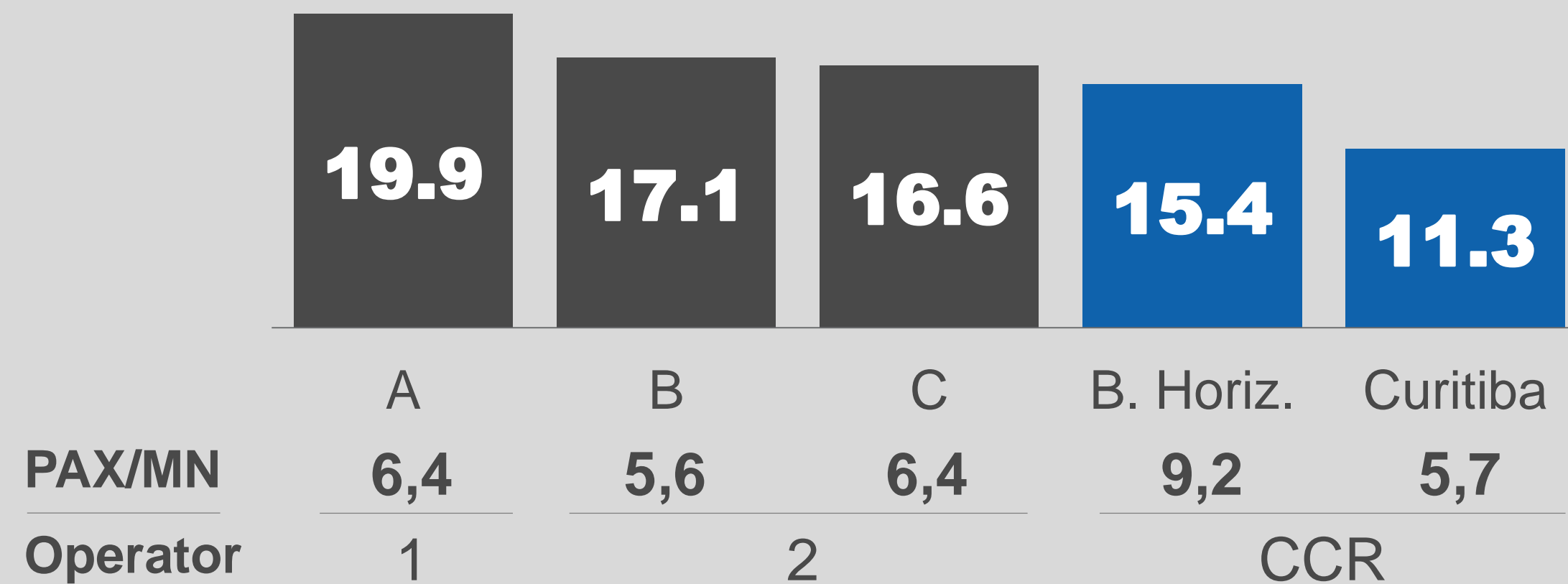
New freighter operations and service expansion at Quiport Airport

OPERATIONAL EFFICIENCY

Successful takeover of 16 airports

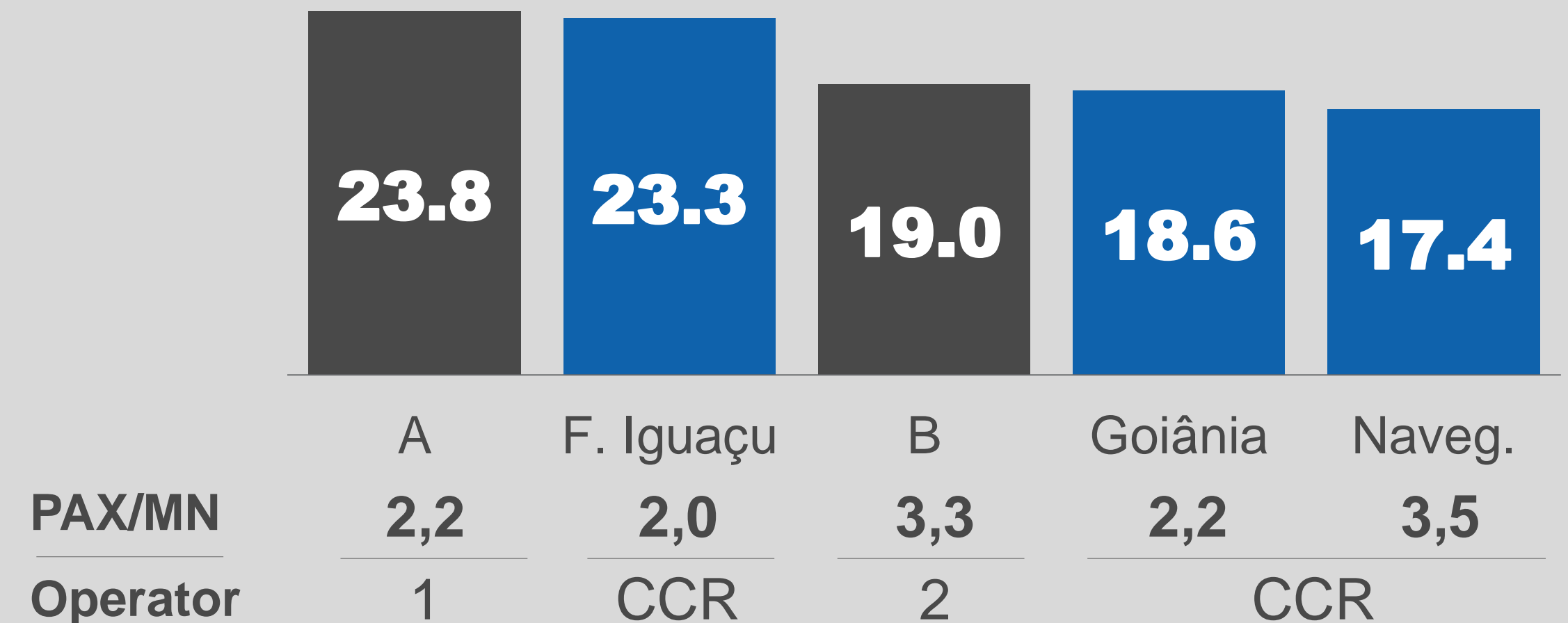
Airports where demand is between 5 MN and 10 MN PAX/year

Cost BRL/PAX year - Brazilian airports



Airports where demand is between 2 MN and 5 MN PAX/year

Cost BRL/PAX year - Brazilian airports



In the categories examined, **CCR** has the **most efficient airports** in Brazil

At BH Airport **operational costs were reduced in 1H23**

*Data from other operators: 2022 Financial Statements (DFs) published without variable grant and PCLD (Loan Loss Provision) | Airports auctioned in blocks - it was not possible to highlight the information by airport

**CCR data: Real 2023 (JUN YTD) without variable grant and PCLD (Loan Loss Provision)

OPERATIONAL EXCELLENCE



4 airports among the **Top20** in the Airport Service Quality (ASQ) ranking of Best Airports in Latin America/Caribbean. The airports of **Quito and Costa Rica** are the best in South and Central America (2022), respectively



Quiport is the only **5-star** the best in South America airport in Latin America and has been voted **seven times** (2016 to 2023) by Star Skytrax



Aeris recognized **twice** as the best airport in Central America/Caribbean (2022 and 2023)



QUIPORT



AERIS AND QUIPORT



AERIS, QUIPORT AND BH AIRPORT



QUIPORT AND AERIS



BH AIRPORT AND IMPERATRIZ

CAPEX DE-RISKING

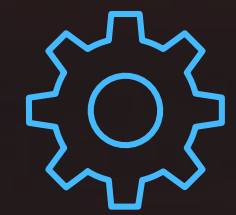
Ⓢ Investment in construction work:

~**BRL 2 Bn** of committed capex in Brazil

Delivery of phase 1B – Bloco Sul, Bloco Central and Pampulha
Expansion of Passenger Terminal – Quiport and Aeris



CAPEX DE-RISKING



MAIN IMPROVEMENTS

New Passenger Terminal and runway expansion in Navegantes (SC)

All passenger terminals have been renovated and capacity has been increased at **10 of the 20 airports**

Expansion of aircraft yards at **9 airports**

Expansion of cargo capacity in Navegantes (SC) and Goiânia (GO)



CREATING VALUE

Increased passenger capacity

Possibility of exploring new domestic and international routes

Increase use of m² of commercial area

Increased load capacity at terminals

Greater comfort and operational safety for passengers

DE-RISKING BUSINESS

Contractual management



BH AIRPORT

- COVID-19 Rebalancing – carried out annually by discount on the grant
- COVID-19 Rebalancing (2023)

AERIS

- COVID-19 rebalancing – through contractual extension (10 years)
- Negotiation to include additional investments

CURAÇÃO AIRPORT PARTNERS

- COVID-19 rebalancing – through fare increase (2022-2024 cycle)

QUIPORT AIRPORT

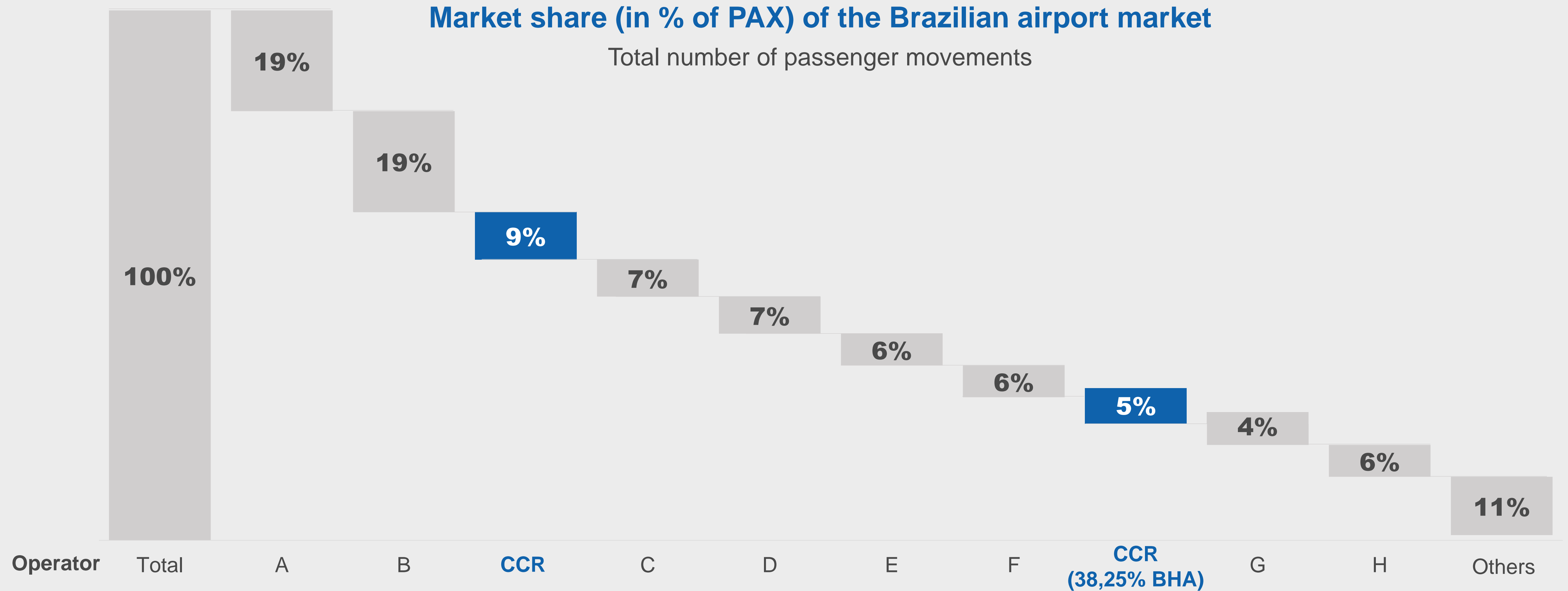
- COVID-19 Rebalancing – acknowledged merit

○ APPROVED

○ UNDER DISCUSSION

MONITORING LATAM'S CONSOLIDATION MOVEMENTS

Brazil's airport market remains fragmented



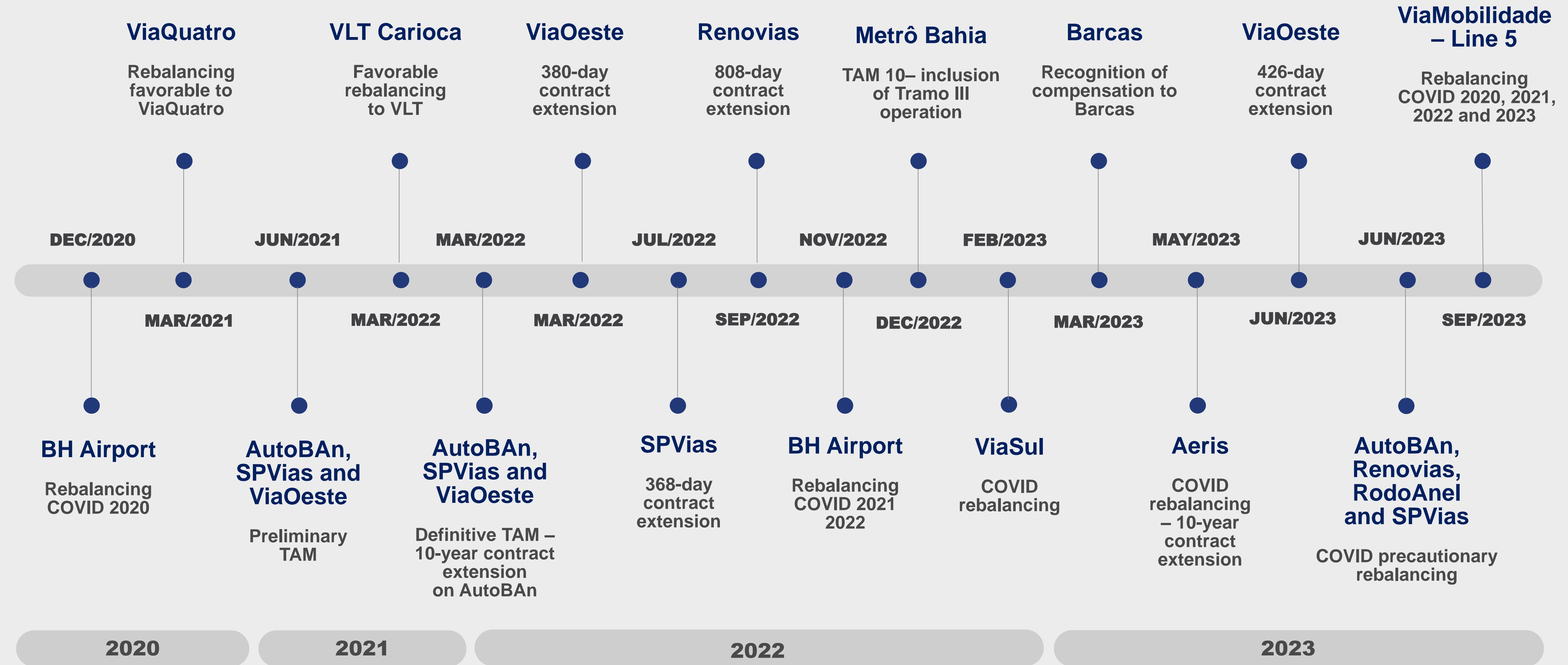
A close-up, profile view of a man with a beard and glasses, wearing a dark blue shirt, sitting in a cockpit. He is holding a white controller in his right hand. The background shows the cockpit's instrument panel with various buttons and lights.

PROACTIVE REGULATORY AGENDA

ROBERTO PENNA
Vice President of Legal and
Government Relations

CREATING VALUE THROUGH CONTRACT MANAGEMENT

17 contractual rebalances (Dec/20 to Sep/2023)



BH Airport

Rebalancing COVID 2020

AutoBAN, SPVias and ViaOeste

Preliminary TAM

AutoBAN, SPVias and ViaOeste

Definitive TAM – 10-year contract extension on AutoBAN

SPVias

368-day contract extension

BH Airport

Rebalancing COVID 2021 2022

ViaSul

COVID rebalancing

Aeris

COVID rebalancing – 10-year contract extension

AutoBAN, Renovias, RodoAnel and SPVias

COVID precautionary rebalancing

2020

2021

2022

2023

SUPERIOR EFFICIENCY WITH FINANCIAL STRENGTH

WALDO PEREZ

Vice President of Finance
and Investor Relations

CCRDAY

WE AIM TO BECOME A BENCHMARK IN OPERATIONAL EFFICIENCY

Capturing economic benefit through centralized purchasing



Matrix budgeting and benchmarking for ongoing challenge



SUPERIOR EFFICIENCY

Reducing CSC transaction costs



Optimizing the allocation of costs and expenses



Digitization to enable future efficiency gains

CENTRALIZATION OF SUPPLIES CONTINUES TO GENERATE SIGNIFICANT BENEFITS

2020 TO 2022:

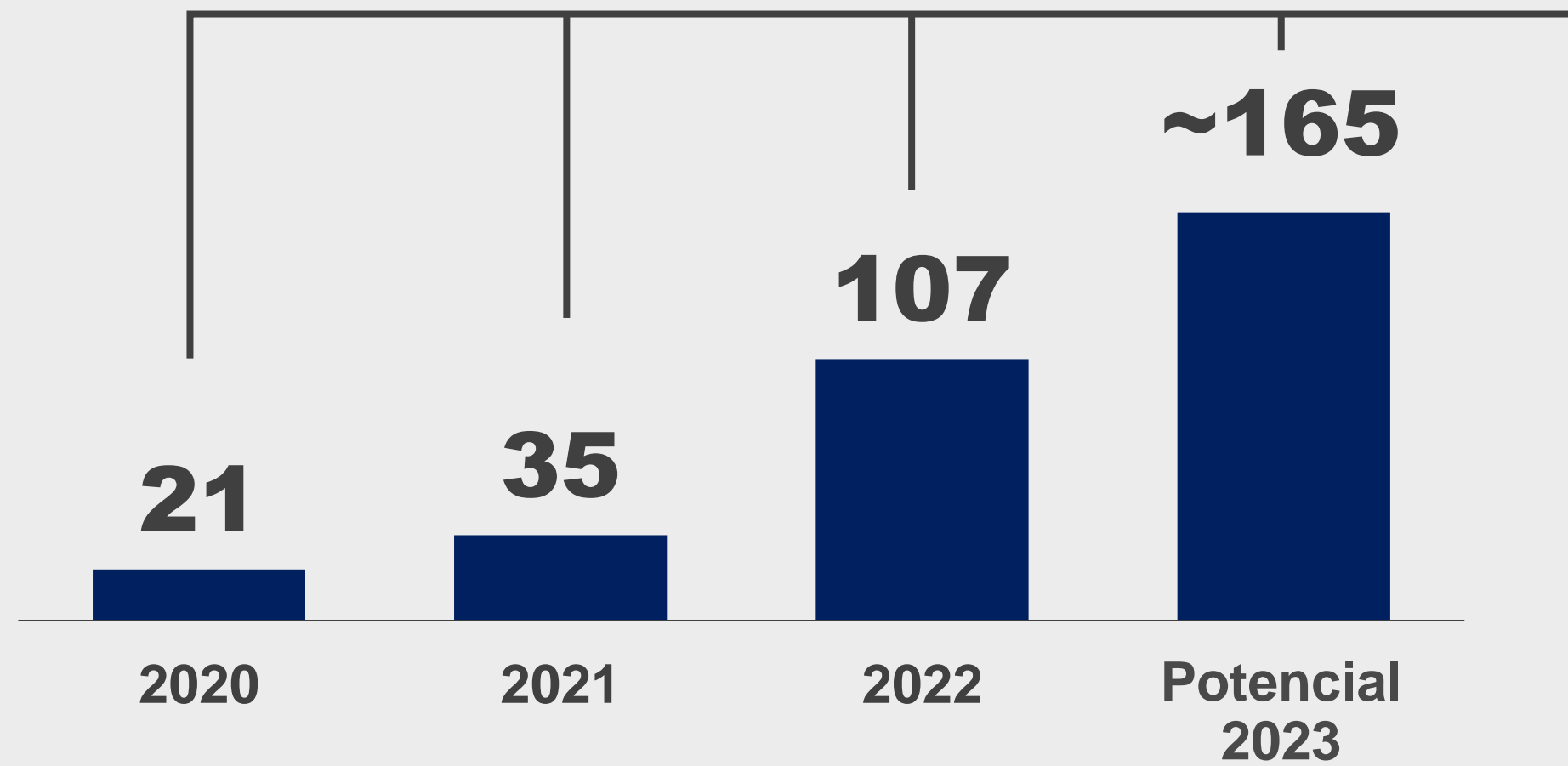
- **Better planning** of medium and long term contracts
- Consolidation of **scale gains**
- **Partnerships** with strategic suppliers
- **Parameterization** of contractual conditions
- **Mitigation of** contractual risks
- Compliance and **ESG**

2023 AND BEYOND...

- Intensification of **strategic sourcing** -
– increased savings and greater security of supply and accomplishment of Capex
- **Supplier performance management** program – risk mitigation
- **Optimization of internal processes** and procurement systems – greater agility and productivity

BUDGETING IMPROVEMENTS CONTINUE TO DRIVE VALUE

CAPTURED EFFICIENCY (BRL MN)



~BRL 330 MN

- Matrix budgeting
- Continuous benchmarking
- Constantly striving for efficiency

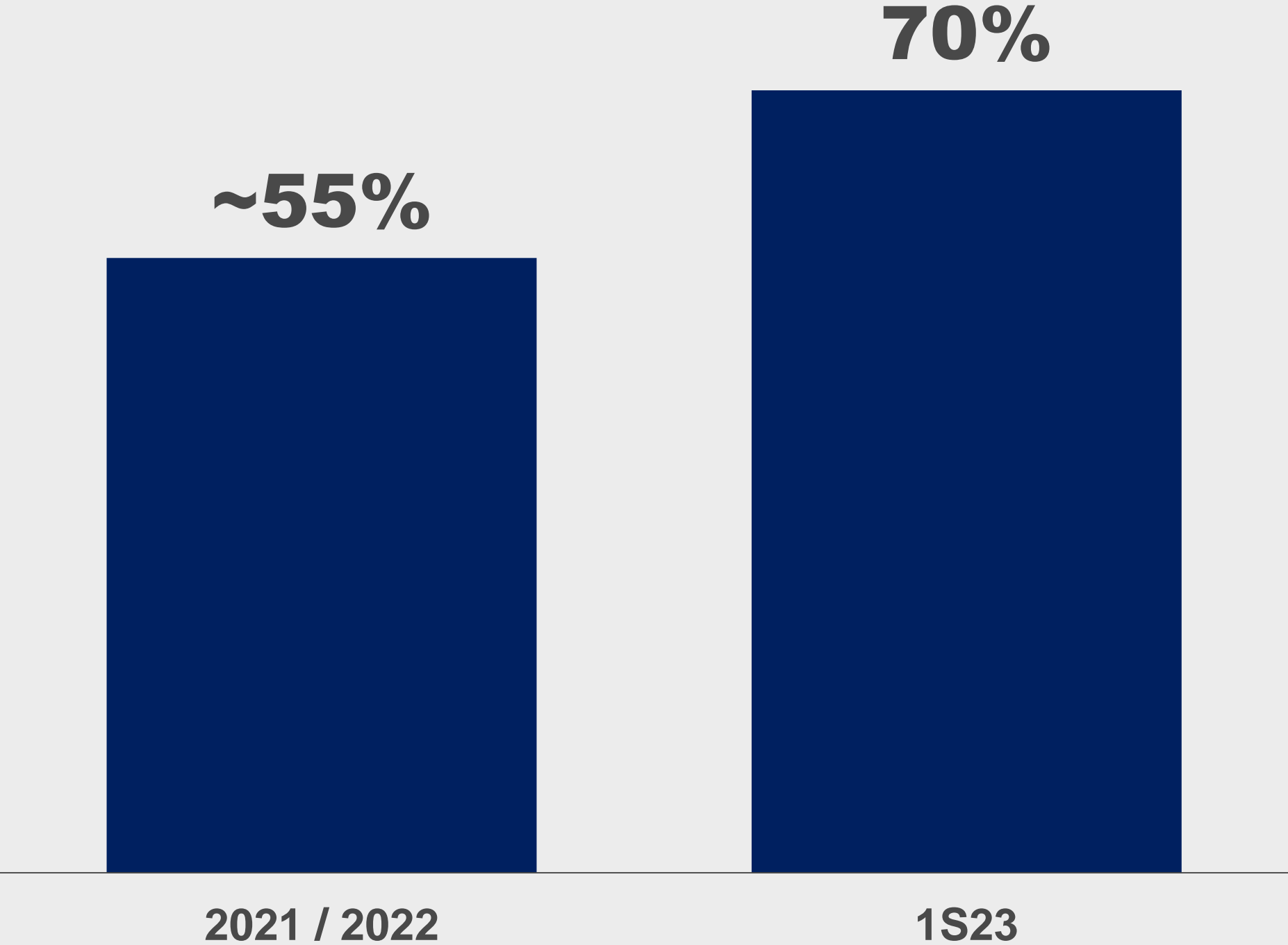
Ambition:
1st efficiency quartile vs. international benchmark

Target OPEX (Cash)/NET REVENUE: <38%
(vs. 41% in 2022)



JUDICIOUS ALLOCATION OF COSTS FOR BUSINESS PERFORMANCE MANAGEMENT

ALLOCATION PERCENTAGE



FINANCIAL SOUNDNESS TO SUPPORT FUTURE GROWTH



Lengthening the debt profile in line with cash flow generation



Controlled financial leverage according to financial policy

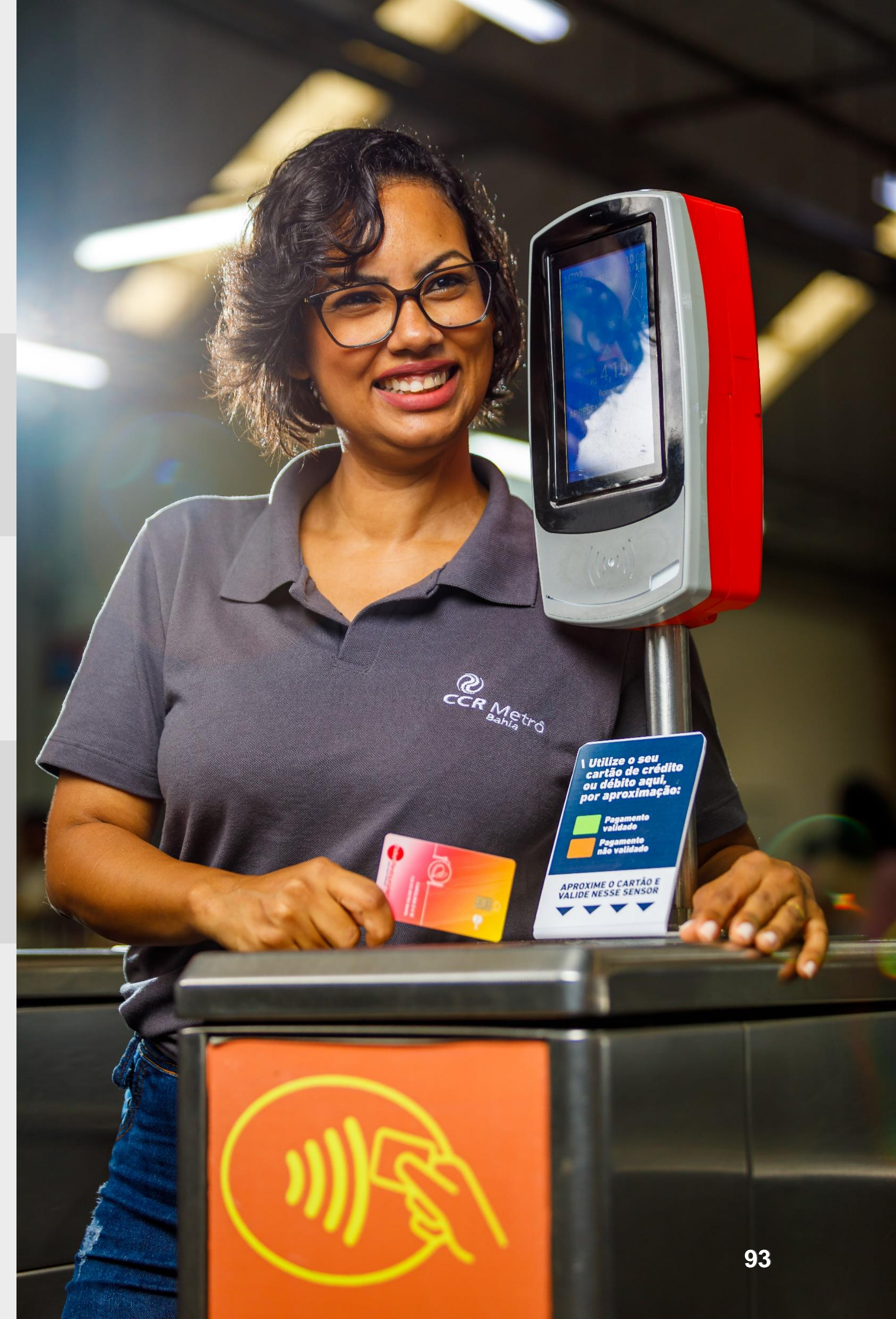


Optimization of the capital structure



Maintenance of creditworthiness

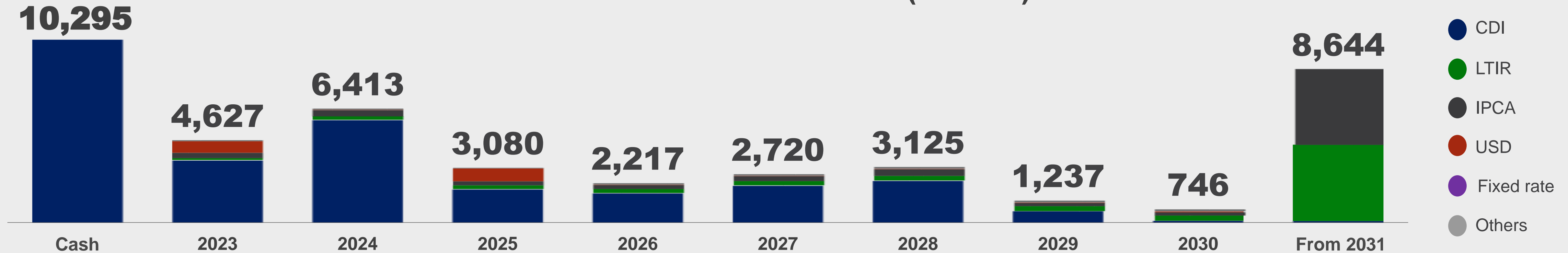
- S&P: brAAA/stable
- Fitch: AAA(bra), stable
- Moody's: AA+.br, stable



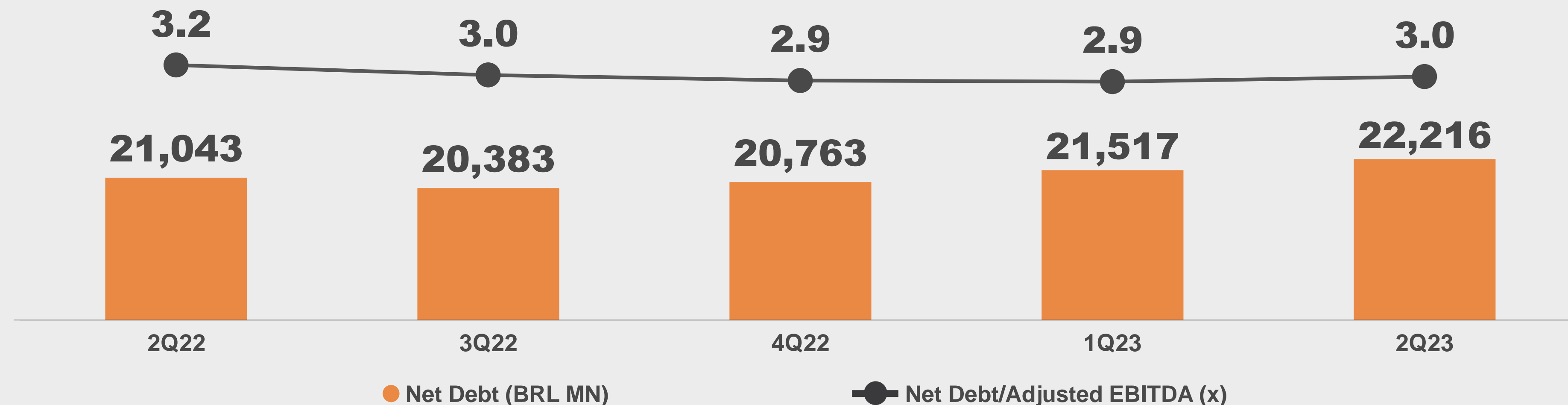
LENGTHENING OF THE DEBT PROFILE WITH CONTROLLED RISK

AS OF 2Q23

DEBT AMORTIZATION SCHEDULE¹ (BRL MN)



EVOLUTION OF LEVERAGE (BRL MN)

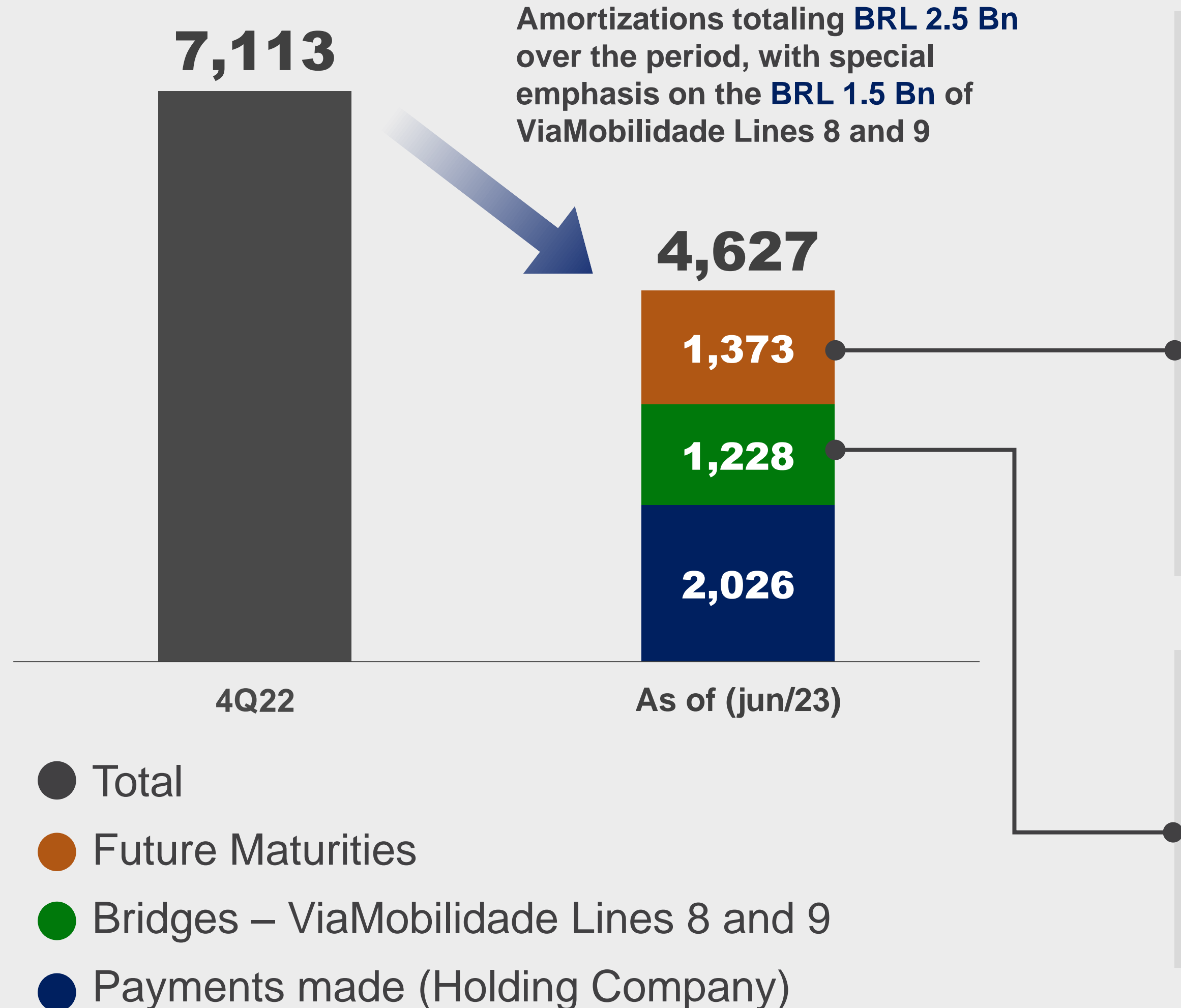


1. The amounts are not reduced by transaction costs and are not measured at fair value

BRL 4.6 BN IN AMORTIZATIONS FORESEEN FOR 2H23

AS OF 2Q23

BRL MN



MAIN MATURITIES - BRL MN

Holding company	SPVias	AutoBAn
361	156	125
ViaLagos	ViaQuatro	Others
231	146	354

Company: ViaMobilidade Lines 8 and 9
Maturity: nov/23
Status: contracted issue¹

1. The funds from the 4th issue, already contracted, will be used to settle the bridge loan

67% OF MATURITIES IN 2024 WILL BE REFINANCED IN THE SHORT TERM

AS OF 2Q23

BRL MN

6,413



2024

67%
Bridge loans
for new assets

Company: Central Block
Bridge: BRL 838.9 MN
Long Term: BRL 1.0 Bn
Maturity: apr/24
Cost: IPCA 6.85%+ to 7.45% p.a.
Term: ~ 24 years

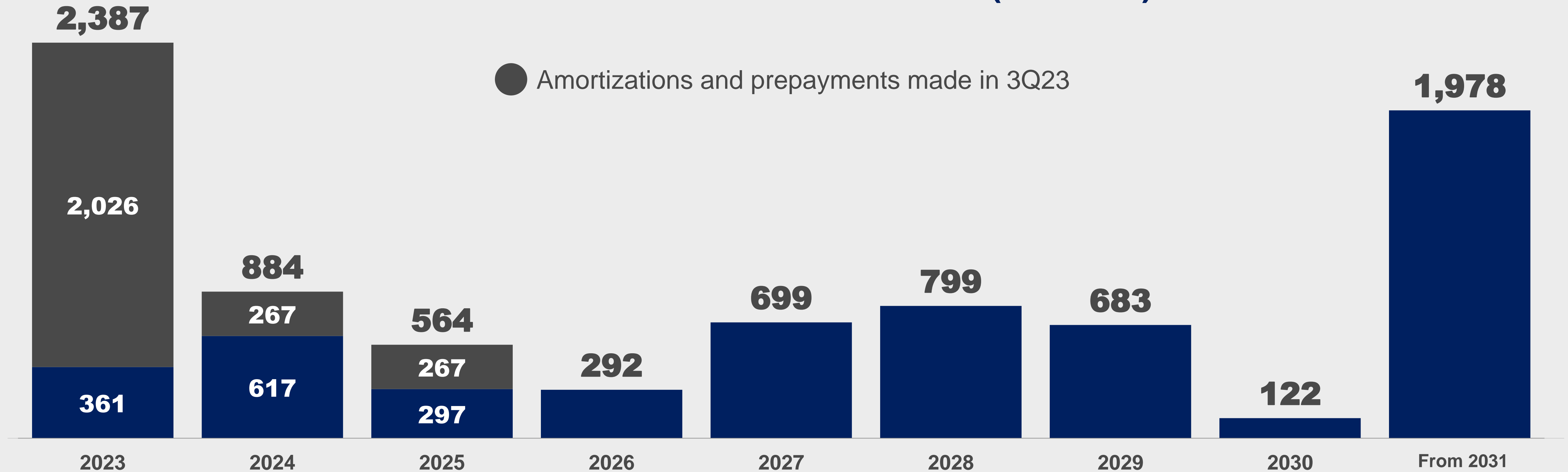
Company: Southern Block
Bridge: BRL 2.4 Bn
Long Term: BRL 3.6 Bn
Maturity: apr/24
Cost: IPCA 6.85%+ to 7.35% p.a.
Term: ~24 years

Company: RioSP
Bridge: BRL 1.0 Bn
Long Term: under analysis
Maturity: dec/24

HOLDING COMPANY'S NET DEBT TO BE REDUCED BY ~50%

AS OF 2Q23

MATURITY SCHEDULE HOLDING (BRL MN)

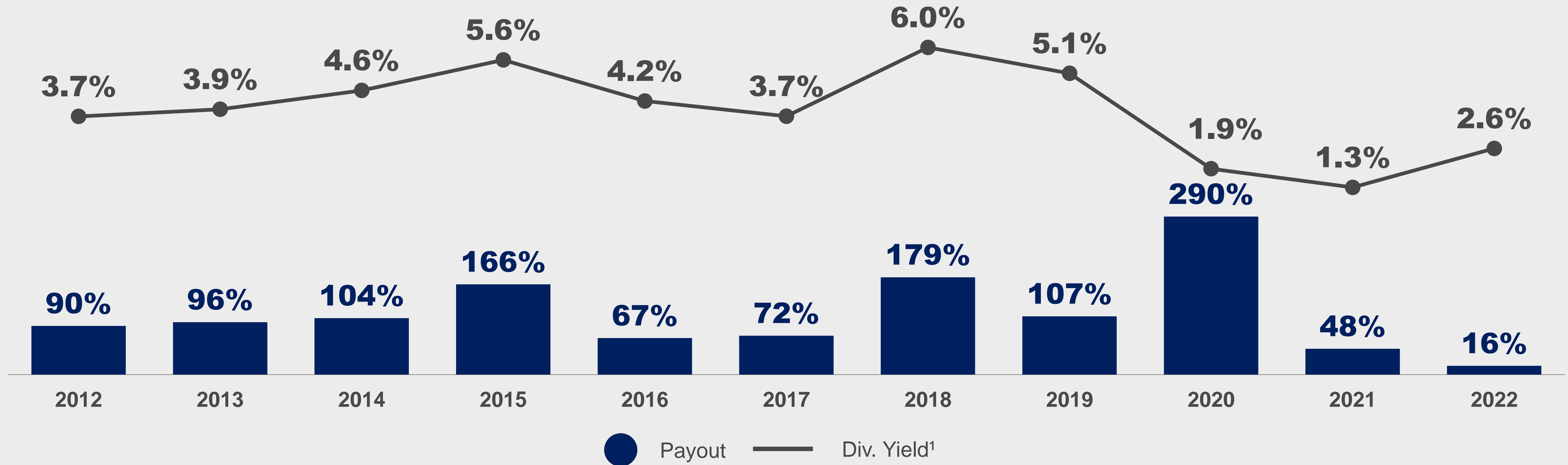


EXPECTED NET DEBT OF ~BRL 3.4 BN IN 4Q23 vs. BRL 6.8 BN IN JUN/23

FOCUS ON OPTIMIZING THE COMPANY'S CAPITAL STRUCTURE

DIVIDENDS AND PAYOUT

Target payout 50%



CLEAR AND PREDICTABLE DIVIDEND POLICY, AIMED TO ACHIEVE AN ATTRACTIVE RETURN FOR SHAREHOLDERS

1. Net income allocated to controlling shareholders per share and average closing share price

























ESG LEADERSHIP JOURNEY

PEDRO SUTTER

Vice President of Governance,
Risk and Compliance

CCRDAY

COMMITMENTS TO ESG LEADERSHIP

1	Governance	Sound Integrity, Transparency and Governance	 
2	People	Positive impacts for employees and society	       
3	Partners	Sustainability applied to the value chain	      
4	Climate	Transition to a low-carbon economy	  
5	Nature	Circular economy and protection of the environment and biodiversity	   

COMMITMENTS TO ESG LEADERSHIP

1 Sound Integrity, Transparency and Governance

Our ESG journey began with Governance

- Consolidated model focused on **transparency, agility and simplicity**
- **Reduction** in the number of **AC-CCR members (from 13 to 11)**
- **Reduction** in the number of **AC-CCR advisory committees (from 5 to 3)**
- Audit, Compliance and Risks Committee made up of **100% independent members** and coordinated by an **external member**
- Redefining authority and **simplifying the company's decision-making process**
- **Certification** of all businesses under **ISOs 37001 and 37301** – Anti-Bribery and Compliance Management System by Dec/23



COMMITMENTS TO ESG LEADERSHIP

1 Sound Integrity, Transparency and Governance

Continuous improvement of the Risk Management and Compliance System



COMMITMENTS TO ESG LEADERSHIP

2 Positive impacts for employees and society

Increasing impact of social investment

- **BRL 500 MN** + (direct and incentive funds) in social projects until 2030
- Operating with a focus on **mobility and sustainable cities, education and culture, health and safety**

Broad the participation of under-represented groups

- **60% of women** in new positions for senior and medium leadership
- Consolidation of a benchmark **Diversity and Inclusion** Program
- Adherence to **public diversity commitments**

Ensuring maximum safety for employees and customers

- **“Zero Accident”** Culture
- Programs to reduce **road deaths**



COMMITMENTS TO ESG LEADERSHIP

3 Sustainability applied to the entire value chain

Engaging suppliers in the Compliance Culture

- ESG Supply Chain Matrix and Protocol structured by 2025
- ESG indicators and targets structured across the entire supply chain by 2025

Increase purchases from suppliers that meet sustainable criteria

- 100% of the most strategic suppliers qualified in governance and compliance by the end of 2023
- 100% of suppliers adhering to our commitments

Reducing carbon emissions in the value chain - scope 3

- Reducing scope 3 emissions by 27% by 2033 - SBTi targets



COMMITMENTS TO ESG LEADERSHIP

4 Transition to a low-carbon economy

Combating global warming

- Reducing scope 1 and 2 **emissions by 60%** by 2033 - SBTi targets
- Objective: **Carbon neutrality** – scopes 1 and 2

Increasing consumption of renewable energies

- **Doubling photovoltaic generation** by the end of 2023
- **78% of green energy consumption** by the end of 2023 and **100%** by 2025
- **Using biofuels in 100% of the light fleet** by 2025
- **Investments in electric vehicles** in the light and heavy fleets

Implementing the Climate Resilience Plan (TCFD)

- Diagnosis of **risks and financial impacts completed by 2024**
- **100%** of units **with action plans implemented by 2025**



COMMITMENTS TO ESG LEADERSHIP

5 Protecting the environment and biodiversity

Green operation by 2030

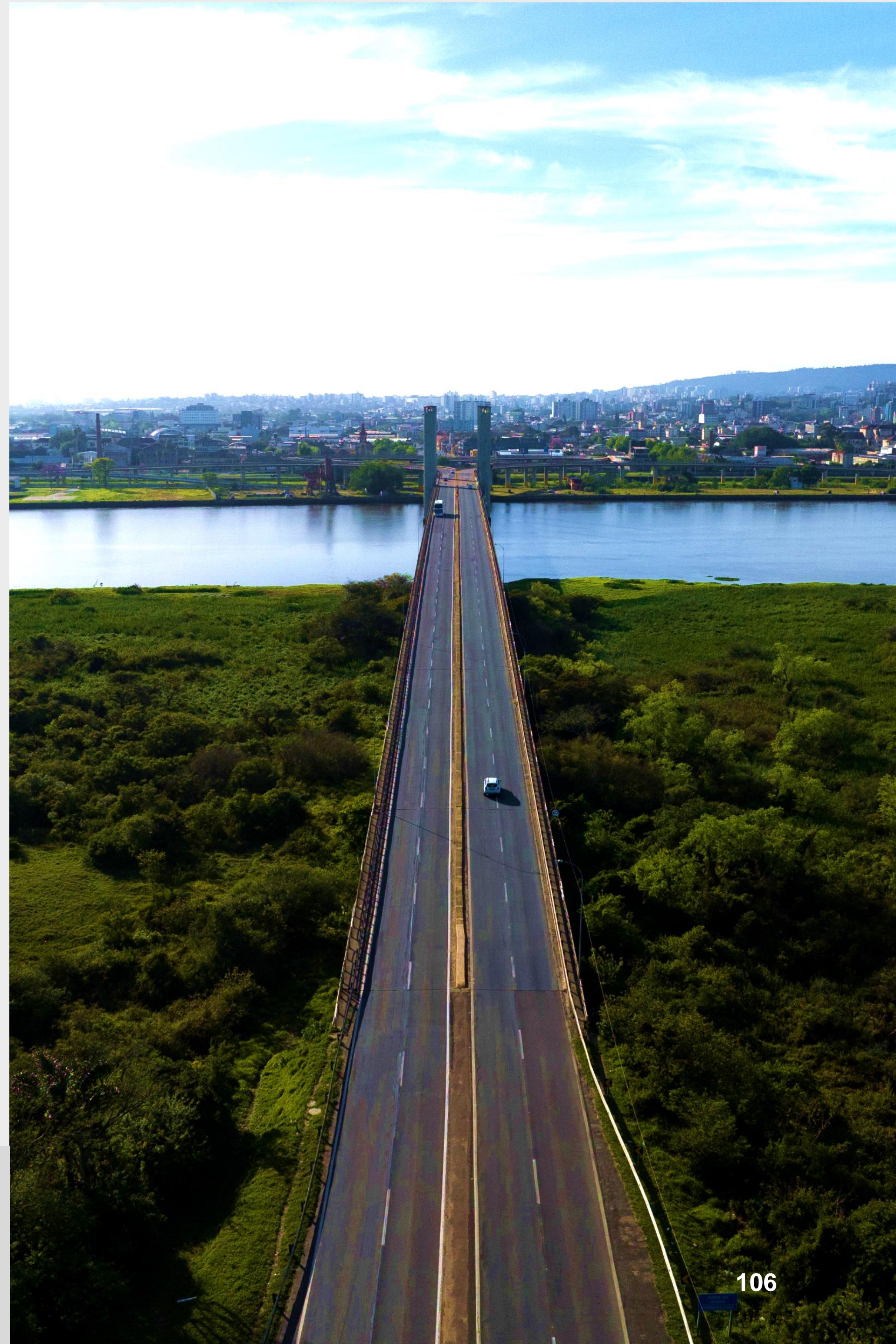
- Development / economic **valuation tool for biodiversity (TNFD)** - in new restoration projects from 2024 onwards
- Commitment to the **No Net Loss (NNL)** initiative
- Adoption of **Nature Based Solutions (SBN, or NBS)** as a measure to offset business impacts

Increasing reuse of asphalt milling (RAP)

- Reusing **20% of RAP** by 2023

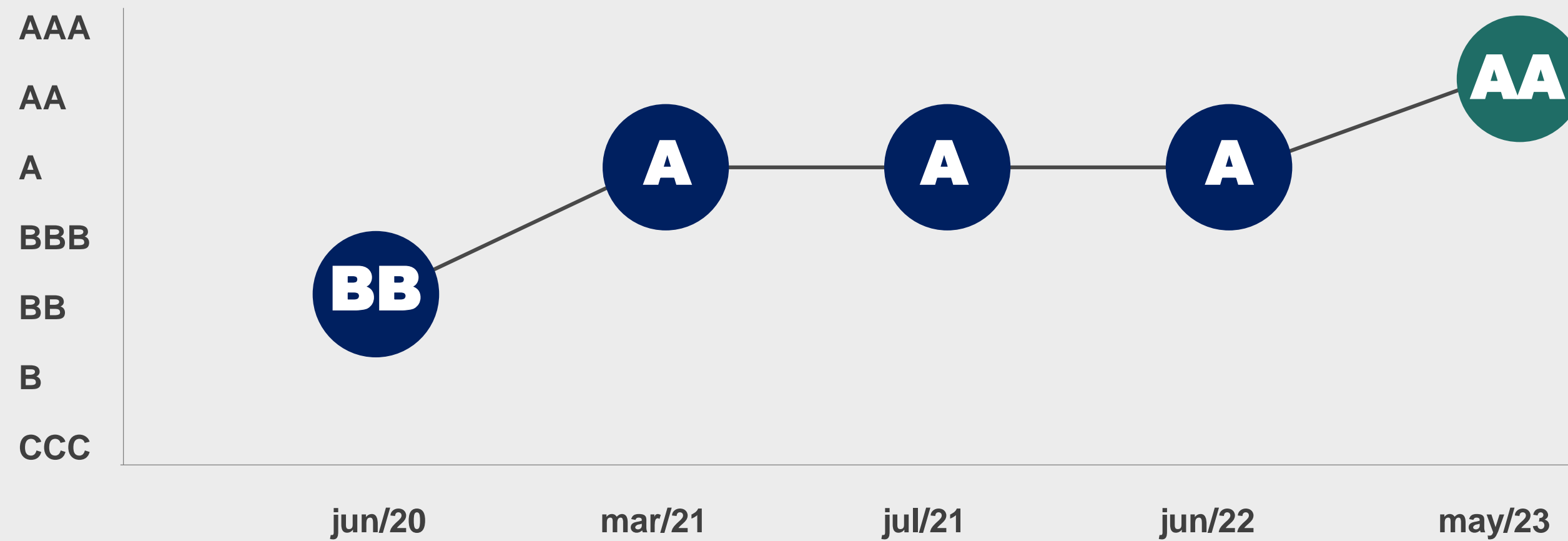
Increasing recycling rates

- Recycling **25% of our waste** by 2023



EXTERNAL RECOGNITION FROM ESG LEADERS

ESG Rating - evolution

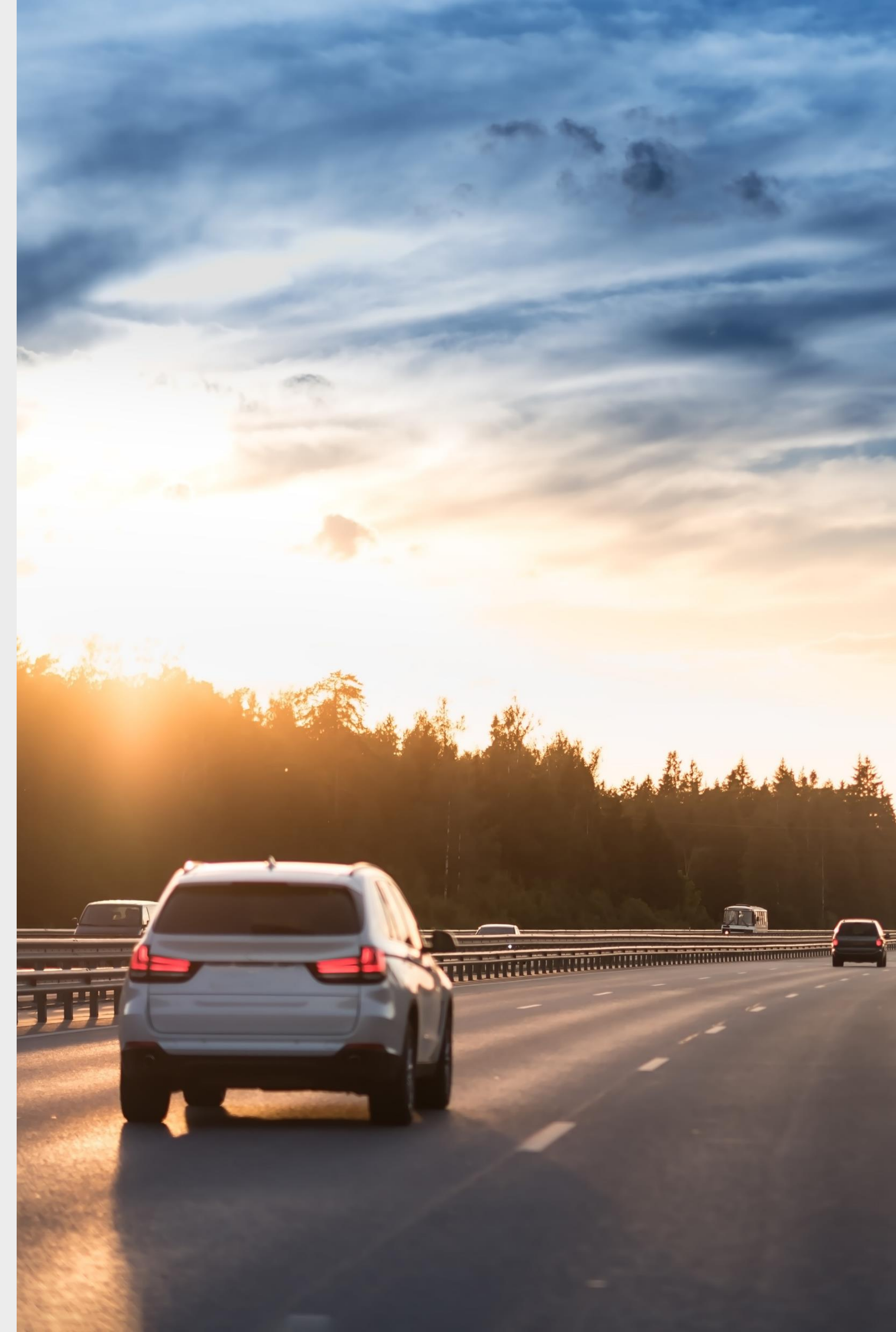


MSCI
ESG RATINGS

AA

CCC B BB BBB A AA AAA

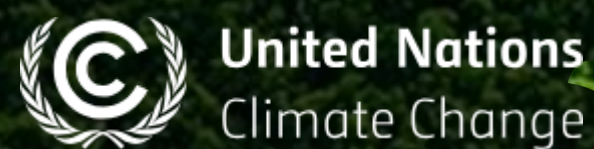
RATING ACTION DATE: May 19, 2023
LAST REPORT UPDATE: August 15, 2023





Task force CCR **COP-30**

30th UN Climate Change
Conference





Miguel Setas
CEO
CCR GROUP



Waldo Perez
VICE PRESIDENT OF FINANCE AND
INVESTOR RELATIONS



Roberto Penna
VICE PRESIDENT OF LEGAL AND
GOVERNMENT RELATIONS



Pedro Sutter
VICE PRESIDENT OF
GOVERNANCE, RISK AND
COMPLIANCE



Eduardo Camargo
VICE PRESIDENT OF BUSINESSES
CCR RODOVIAS



Fabio Russo
VICE PRESIDENT OF BUSINESSES
CCR AEROPORTOS



Marcio Hannas
VICE PRESIDENT OF BUSINESSES
CCR MOBILIDADE



Flávia Godoy
DIRECTOR OF INVESTOR
RELATIONS

FOCUS ON CREATING SUSTAINABLE VALUE

GROWTH

- Assertive execution of capex **BRL 33 Bn**
- Strict capital allocation for growth
- Creating value in adjacencies
- Capital recycling program

EFFICIENCY

- Annual efficiency program
- Opex (Cash) / NI **<38%**
- Holding company with zero net debt
- Operational excellence in the 3 transport modes
- Safety: “Zero Accident” Culture

RETURN

- Leverage **<3.5x** ND / adjusted EBITDA
- Controlled risk
- Credit rating local AAA
- Payout target **50%**
- TSR higher than capital cost

ESG

- Carbon Neutrality
- **100%** green energy in 2025
- **BRL 500MN+** in social impact 2030
- Diversity and Inclusion benchmark program
- Governance with international standard

**Talent Management and
Distinctive Skills**



**Cultural
Transformation**



**Digitization and
Innovation**