

CCR S.A.
Corporate Taxpayer's ID (CNPJ/MF): 02.846.056/0001-97
Company Registry (NIRE): 35.300.158.334

NOTICE TO THE MARKET

CCR S.A. ("Company" or "CCR") (B3: CCRO3; Bloomberg: CCRO3 BZ; Reuters: CCRO3.SA), in response to Official Letter 3/2025/CVM/SEP/GEA-2, issued by the Brazilian Securities and Exchange Commission ("CVM") on March 12, 2025 ("Official Letter"), as transcribed below, provides clarification on certain news item published by the "O Globo" portal on March 11, 2025, under the headline "*CCR hires banks to sell its 20 airport concessions, says agency*" ("News Article").

Official Letter 3/2025/CVM/SEP/GEA-2

Rio de Janeiro, March 12, 2025.

To
Waldo Edwin Perez Leskovar
Investor Relations Officer of
CCR S.A.
Telephone: +55 (11) 3048-5925
Email: invest@grupoccr.com.br
CC: **Issuers Listing and Supervision Department of B3 S.A. –
Brasil, Bolsa, Balcão**
Emails: emissores@b3.com.br; ana.pereira@b3.com.br; ana.zane@b3.com.br

Subject: **Request for clarification - News article published in the media**

Dear Mr. Director,

1. In reference to the news article published on the O Globo Online portal on March 11, 2025, under the headline "*CCR hires banks to sell its 20 airport concessions, says agency*", containing the following statements:

CCR hires banks to sell its 20 airport concessions, says agency

Divestment of terminals owned by the Company in Brazil and other Latin American countries would be part of a portfolio review program to focus on highways and mobility

CCR hired four banks to structure the sale of 20 airport concessions held in Latin America and equity stakes in 5 mobility assets in Brazil, according to sources interviewed by Bloomberg who are directly aware of the matter.

The Company is working with Lazard and Itau Unibanco to sell the airports, while Goldman Sachs and BTG Pactual have been mandated for the mobility assets, said the sources, who asked not to be identified regarding these private matters.

CCR wants to raise up to R\$10 billion in the coming years, as part of its portfolio restructuring, to pay debts and to increase its investment in strategic areas.

The Company will begin with the sale of its airport assets and expects to close the deal by the end of the year. CCR has 20 airports in Latin America, of which 17 are in Brazil (including Curitiba, Belo Horizonte, Goiânia, São Luís and Pelotas) and has another three

airports in Ecuador, Costa Rica and Curaçao, totaling 43 million passengers per year. Assets outside Brazil account for over 60% of the net income of the airport business unit.

At least six companies are interested in the assets, sources told Bloomberg. **According to the sources, BTG and Goldman are working to sell a minority equity stake in mobility assets, including subways and railways, stating that a deal is not expected until 2026.**

Goldman Sachs and Itau did not comment on the matter, and Lazard and BTG Pactual did not provide immediate responses to Bloomberg's inquiries.

Focus on highways and mobility.

More than 70% of the Company's adjusted EBITDA (an indicator for cash generation) comes from highways. CCR decided to focus on Brazil, and the Company has a 35% market share of this sector in the country's major centers. Urban mobility assets remain among CCR's priorities.

The sale process for these assets is still in its early stages and the Company has not yet finalized a transaction model, but its **management's preferred option is to sell the entire airport platform**, according to one of the sources.

The drop in CCR's share price was reduced after Bloomberg published the news article. Share prices jumped 12% this year, when the Company accelerated the divestment process, while the Ibovespa index rose 2.5%. The Company's shares fell 28% last year. (our highlight)

2. Concerning the content of the news article, we hereby request that you state whether the information contained in said news article is true, and if so, we request that you provide additional clarification on the matter and state the reasons why you did not believe this was not a Material Fact, pursuant to CVM Resolution 44/21.

In response to the Official Letter, the Companhia informs that:

- (i) in line with its capital recycling strategy, already disclosed by the Company's management at "CCR Day", a public event held on May 28, 2024, which was subject to questioning through CVM Official Letter 140/2024/CVM/SEP/GEA-2, duly responded through the Notice to the Market on May 31, 2024, the News Article does not bring any new facts to CCR's shareholders or the market;
- (ii) the Company's strategy of enabling new opportunities and growth levers was once again debated in the 4Q24 earnings conference call, held on February 7, 2025. On this occasion, the Company's management provided clarifications regarding the possible changes for its assets in the airport and mobility businesses and the hiring of financial advisors to help with the potential consolidation of said changes (namely Lazard and Itau Unibanco for the airport assets and Goldman Sachs and BTG for the mobility assets); and
- (iii) notwithstanding the hiring of the aforementioned financial advisors, the Company reiterates that no negotiations are currently being carried out regarding these potential changes, no binding agreement has been signed for the matters stated in the Official Letter, nor does it have any concrete prospect of executing any transaction under the terms stated in the published news article.

In this sense, the Company reinforces its understanding that no event occurred, or is occurring, regarding the matters contained in the referred News Article that requires the disclosure of a Material Fact pursuant to the terms of Article 2 of CVM Resolution 44.

The Company values its relationship and transparency with shareholders, investors and the market in general, and therefore reiterates its commitment to keep shareholders and the market informed of any material act or fact, under the terms of applicable law.

São Paulo, March 13, 2025.

CCR S.A.

WALDO PEREZ

Vice President of Finance and
Investor Relations