



4Q23 RESULTS



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Message from the CEO



Miguel Setas
CEO of Grupo CCR

FOCUS ON SUSTAINABLE VALUE CREATION

GROWTH

- PAV - Value Acceleration Plan: strategy update, culture evolution and new organization, with 25 ongoing work fronts
- Biggest investment in history **R\$6.2 billion (+95.7%)**

EFFICIENCY

- Opex(Cash) / adj NR of ~40%, adj EBITDA margin **+2.4 p.p.**
- Lower number of hierarchical layers, **30% reduction** in Holding
- **48% reduction** in net debt at the Holding

RISK -RETURN

- Leverage ND / Adjusted EBITDA : **3.0x**
- Portfolio de-risking ~**R\$2.7 billion, 10 contractual rebalancing**
- **TSR ~33%** with *payout* target of **50%**

ESG

- **Recognitions:** best CNT highway, best ANAC private terminals (Top 2), best national subway (Line 4 – Yellow) and others
- **ESG leadership:** first infrastructure company in Brazil with approved SBTi targets, AA MSCI, decarbonization, social investment and support for culture

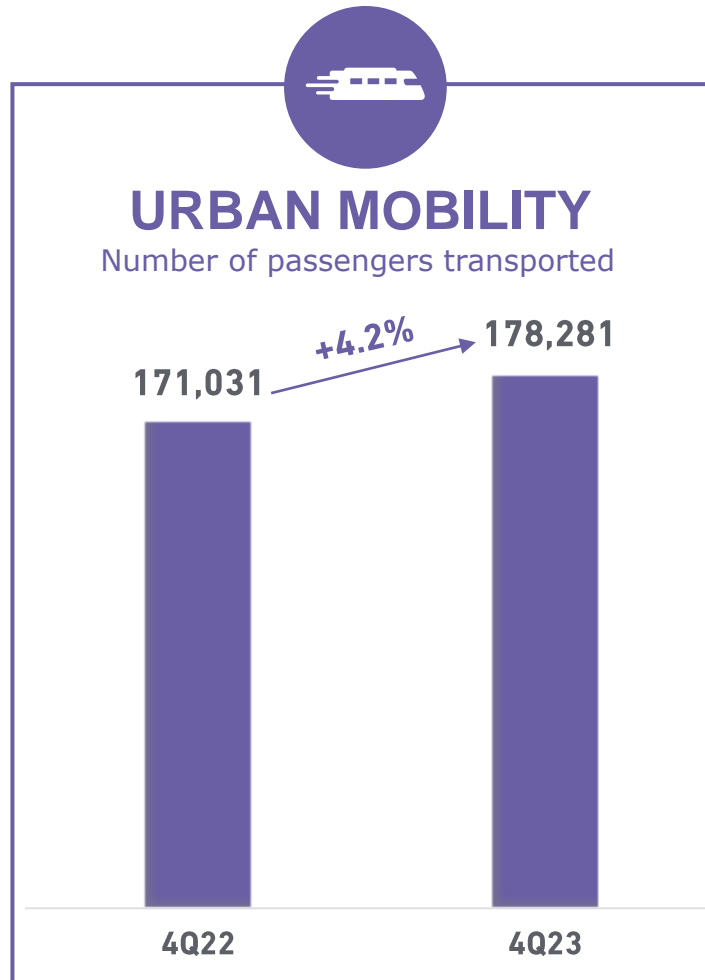
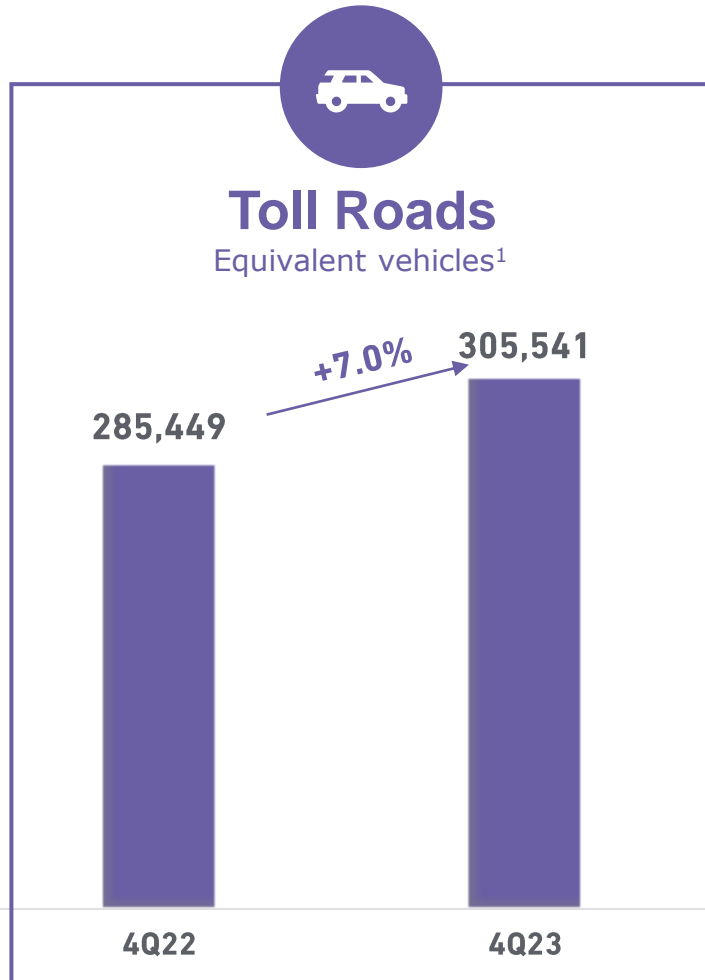
4Q23 Highlights



Waldo Perez
Vice-President of Finance and
Investor Relations of Grupo CCR

STRONG DEMAND IN ALL MODALS

In thousands



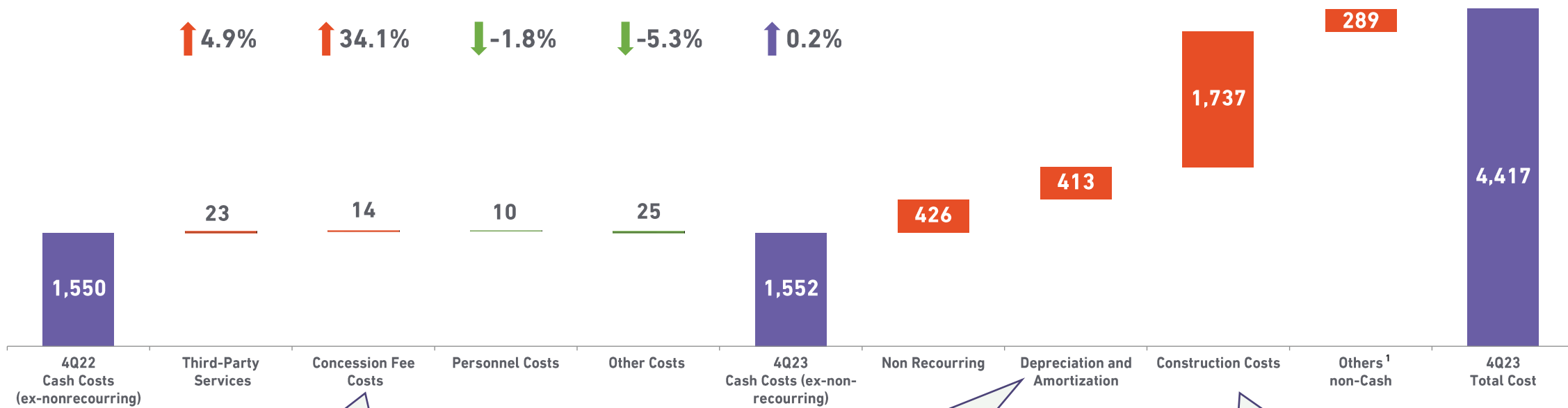
1. Equivalent vehicles is a measure calculated by adding heavy vehicles (commercial vehicles such as trucks and buses) to light vehicles, multiplied by the number of axles charged. One light vehicle is equivalent to one axle of a heavy vehicle.

DISCIPLINE IN COST CONTROL ALLOWED EBITDA MARGIN TO EXPAND BY +4.5 P.P.



In R\$ MM

Cash costs¹ excluding non-recurring effects remain stable; 4.6% IPCA for the period



Increase in the concession rate on gross toll revenue at ViaOeste, from 1.5% to 3%, since January 2023.

Includes investments of R\$ 357 million in the construction of improvement projects that do not generate future economic benefits. Recognition of the Conduct Adjustment Term (TAC) in the amount of R\$ 69 million.

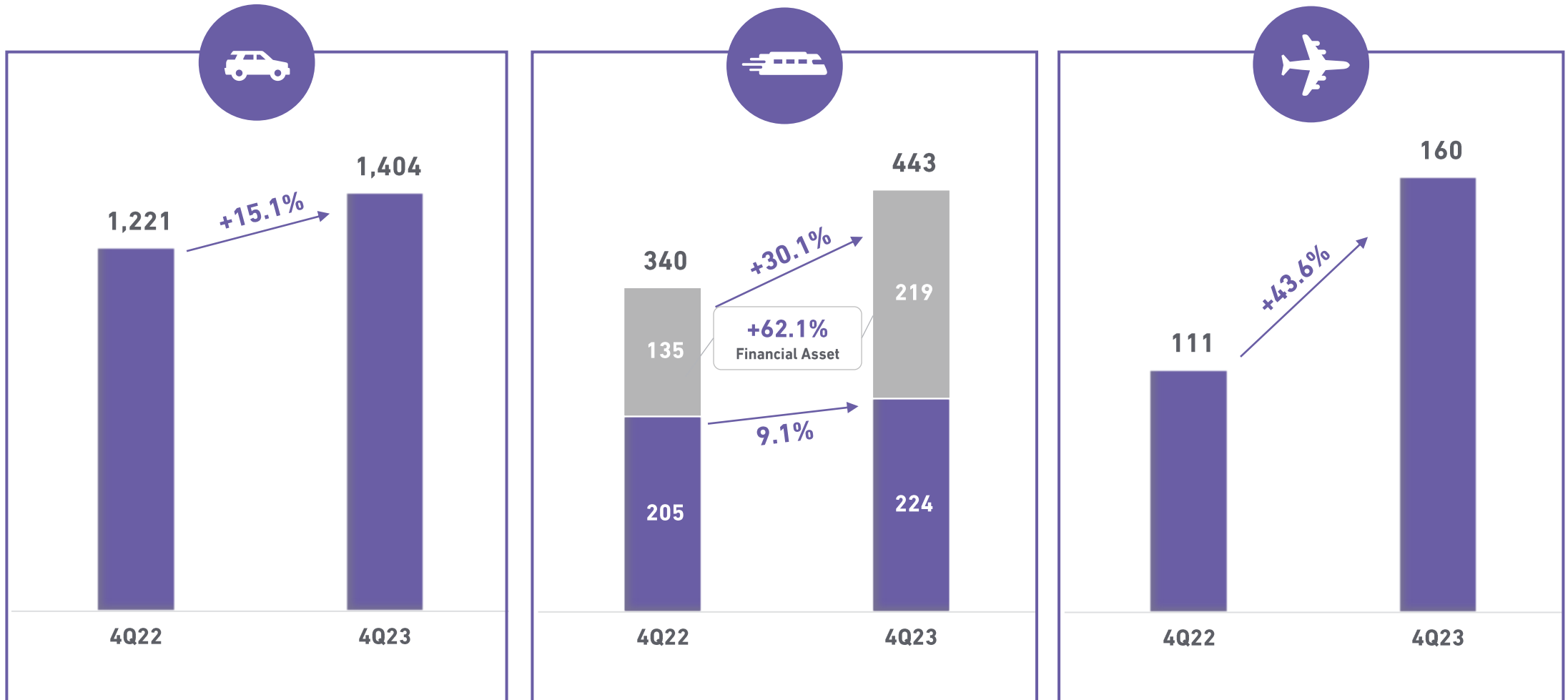
Investments in ViaMobilidade – Lines 8 and 9 (R\$504.6 million) and Bloco Sul (R\$184.1 million).

1. Considers: Anticipated Expenses + Maintenance Provision

STRONG GROWTH IN ADJUSTED EBITDA¹ IN ALL MODALS

In R\$ MM

Adjusted EBITDA¹ for 2023 reached R\$ 1,917 million, growth of 20.1% in 4Q23.

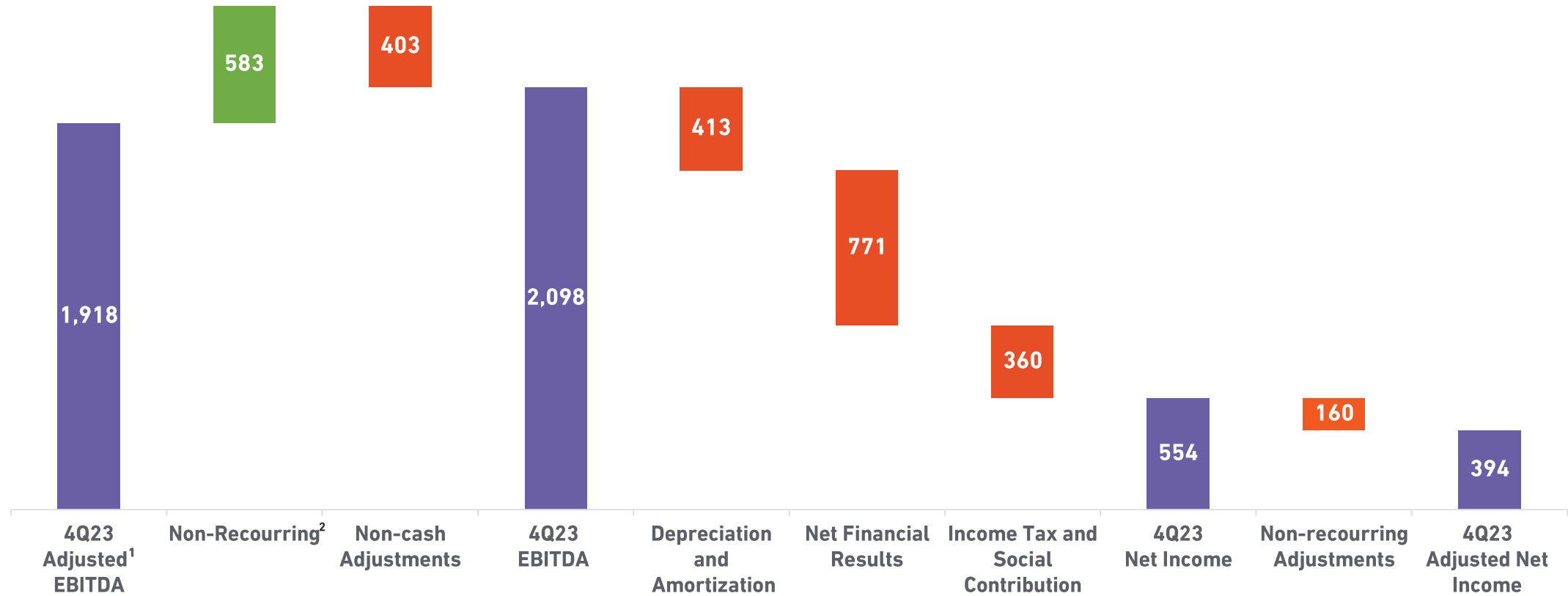


1. Calculated by excluding non-recurring effects and non-cash expenses: depreciation and amortization, provision for maintenance, and accrual of prepaid concession expenses

GROWTH OF 185% IN ADJUSTED NET PROFIT

In R\$ MM

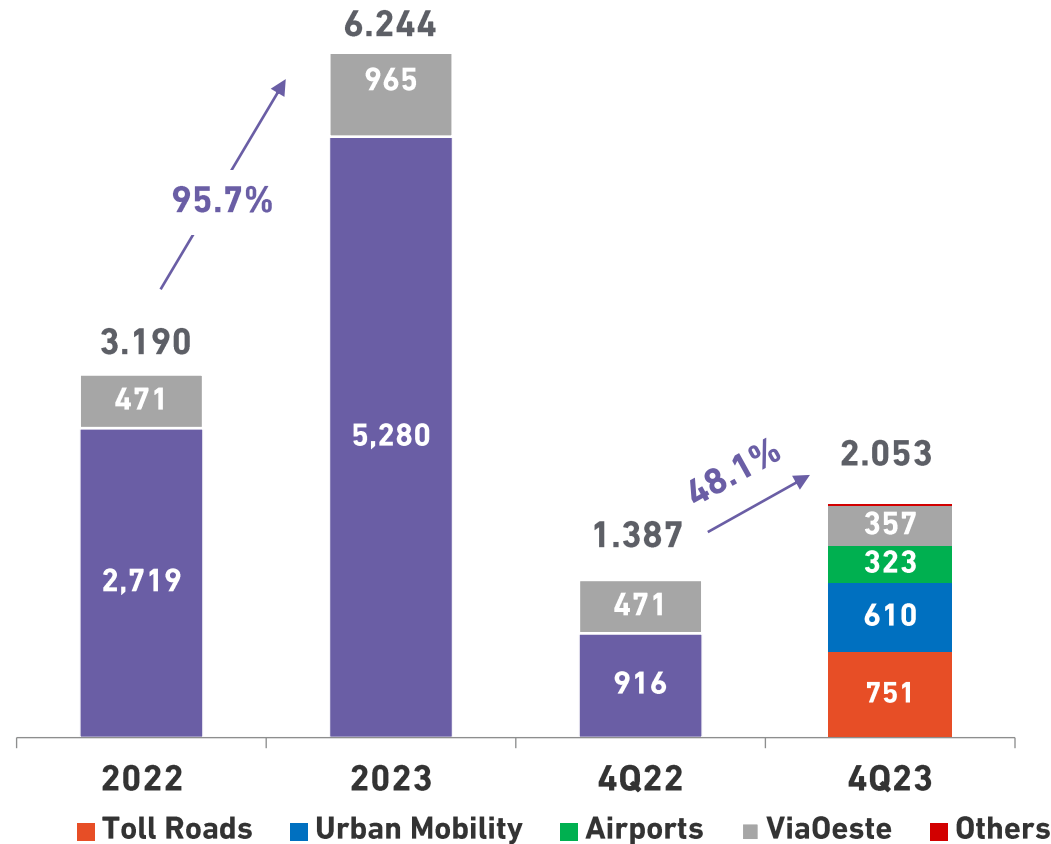
4Q23 Net Income reached R\$ 554MM



1. Excludes non-recurring effects
 2. For more information, see the same basis section of Release 4Q23

ASSERTIVENESS IN THE EXECUTION OF INVESTMENTS

In R\$ MM



The investments made (including financial asset and maintenance) reached R\$ 2,053.7MM being R\$ 357.2MM invested in ViaOeste.

Urban Mobility

- ViaMobilidade - Lines 8 and 9: Acquisition of rolling stock (new trains).

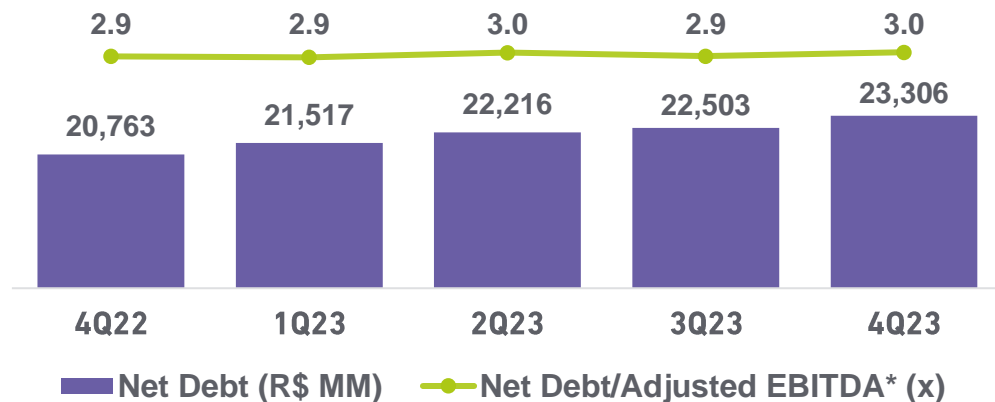
Toll Roads

- RioSP: Pavement restoration, in addition to duplication of several sections of BR-101.
- ViaSul: Pavement restorations, additional lanes and duplications on sections of BR-386

Airports

- South Block: Expansion and adaptation of airports for better service levels.

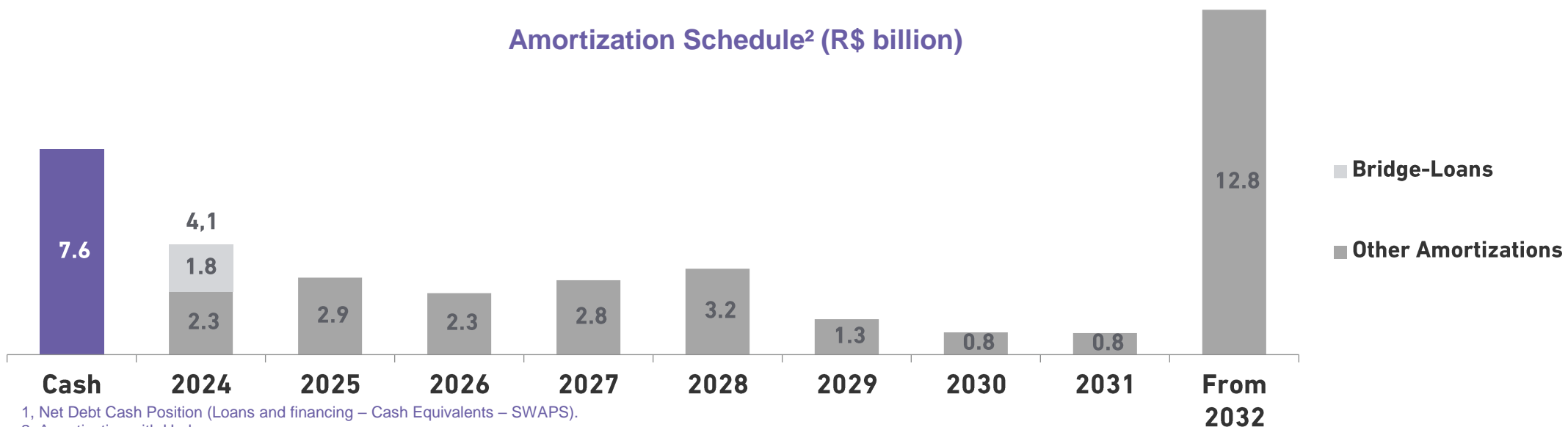
CONTROLLED LEVERAGE AND LENGTHENING OF THE DEBT PROFILE WITH CONTROLLED RISK



Company	Avg. Cost	Maturity	Amount (R\$ million)
Bloco Sul	IPCA + 6.99%	oct/47	2500,0
Via Sul	IPCA + 6.70%	feb/44	900,0
Bloco Central	IPCA + 6.96%	oct/47	800,0
ViaMobilidade 8 e 9	IPCA + 7.91%	oct/48	650,0
ViaMobilidade 8 e 9	IPCA + 7.91%	oct/48	200,0
Total			5.050

Holding Net Debt¹ reached R\$ 3.2Bi in 4Q23, reduction of 48% vs 4Q22

Amortization Schedule² (R\$ billion)



1, Net Debt Cash Position (Loans and financing – Cash Equivalents – SWAPS).

2. Amortization with Hedge.

DISCLAIMER

This presentation may contain certain projections and trends that are not actual financial results or historical information. The information is presented according to the accounting practices adopted in Brazil and the IFRS and IASB standards.

These projections and trends are subject to risks and uncertainties, and future results may materially differ from those projected. Many of these risks and uncertainties are related to factors that are beyond CCR's ability to control or estimate, such as market conditions, currency fluctuations, the behavior of other market participants, actions of regulatory bodies, the company's ability to continue obtaining financing, **changes in the political and social context** in which CCR operates, or trends or economic conditions, including inflation fluctuations and changes in consumer confidence on a global, national, or regional basis.

We advise readers not to solely rely on these projections and trends. CCR is not obligated to publish any revisions to these projections and trends to reflect new events or circumstances after the release of this presentation.



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