

**CCR S.A.**

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

Company Registry (NIRE): 35.300.158.334

PUBLICLY-HELD COMPANY

**MINUTES OF THE BOARD OF DIRECTORS' MEETING  
HELD ON FEBRUARY 23, 2023**

1. **DATE, TIME AND PLACE:** February 23, 2023, at 09:45 a.m., at the Company's headquarters, located at Avenida Chedid Jafet, No. 222, Bloco B, 5º Andar, bairro Vila Olímpia, CEP 04.551-065, in the city and state of São Paulo.
2. **ATTENDANCE:** Most members of the Company's Board of Directors were present, together with the other members of the Company's Executive Board.
3. **PRESIDING:** Chair: Vicente Furletti Assis and Secretary: Pedro Paulo Archer Sutter.
4. **AGENDA:** To resolve on: **(i)** contracting, by its direct and jointly owned subsidiary, Concessionária das Linhas 5 e 17 do Metrô de São Paulo S.A. ("CCR ViaMobilidade Linhas 5 e 17"), of the Company Engetec Construções e Montagens S.A. ("Engetec"), to execute readjustment works at Santo Amaro Station, Lines 5-Lilás and 9-Esmeralda, in operation by CCR ViaMobilidade Lines 5 e 17; **(ii)** the postponement of payments of the amendments to the loan agreements until February 28, 2025, signed by its direct subsidiary, Barcas S.A. - Transportes Marítimos ("CCR Barcas"), and the Company; **(iii)** the share capital increase of the direct subsidiary Sociedade de Investimentos e Participações Ltda. ("SIP"); **(iv)** the execution of an agreement, between its subsidiaries, SIP and Controlar S.A. ("Controlar") to advance for a future capital increase of Controlar; **(v)** the share capital increase of its subsidiary SAMM – Sociedade de Atividades em Multimídia ("SAMM"); **(vi)** approve, by unanimous vote of the Board members present, the affiliation to be held in 2023 by the Company and/or its subsidiaries with associations/class entities; **(vii)** the revision of POL 014 - , Financial Policy and its exhibits, in particular, the exhibit POL 014B - Financial Investments Policy; and **(viii)** the Company's Integrated Annual Report ("RAI 2022").
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 Board members resolved to:
  - (i)** approve, by a unanimous vote of the Board members present, the contracting, by its direct and jointly owned subsidiary, CCR ViaMobilidade Linhas 5 e 17, of Engetec Company, to execute readjustment works at Santo Amaro Station, Lines 5-Lilás and 9-Esmeralda, in operation by CCR ViaMobilidade Lines 5 e 17, under the terms and conditions presented at this meeting;
  - (ii)** approve, by a unanimous vote of the Board members present, the postponement of payments of the amendments to the loan agreements until February 28, 2025, signed by its

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direct subsidiary CCR Barcas and the Company, under the terms and conditions presented at this meeting;

(iii) approve by a unanimous vote of the Board members present, the increase in the capital stock of its direct subsidiary SIP by three hundred and fifty thousand reais (R\$350,000.00), to be subscribed to and paid in by its shareholder, pursuant to the terms and conditions presented in this meeting;

(iv) approve, by a unanimous vote of the Board members present, the execution of an agreement, between its subsidiaries, SIP and Controlar to advance for a future capital increase of Controlar; pursuant to the terms and conditions presented in this meeting;

(vi) approve, by a unanimous vote of the members present, the capital increase of its subsidiary SAMM or, alternatively, the execution of a loan agreement between the Company and SAMM, under the amount, terms and conditions presented in this meeting.

(vi) approve, by unanimous vote of the Board members present, the affiliation to be held in 2023 by the Company and/or its subsidiaries with associations/class entities, under the terms and conditions presented in this meeting.

(vii) approve, by unanimous votes of the attending members, the revision of POL 014 - , Financial Policy and its exhibits, in particular the exhibit POL 014B - Financial Investments Policy, according to the submitted draft and under the terms and conditions presented at this meeting, and

(viii) approve, by a unanimous vote of the Board members present, the creation of the 2022 Company's IAR, under the terms and conditions presented at this meeting.

The Company's Board of Directors authorizes the Executive Board to perform all the necessary acts to implement the aforementioned resolutions and adopt, together with the government authorities and private entities, the measures required to carry out the resolutions approved at this meeting.

**6. CLOSURE:** There being no more business to address, the meeting was adjourned for the drawing up of these minutes, which were read, approved, and signed by all attending board members, and the certificate will be digitally signed, according to paragraph 1 of article 10 of Executive Decree 2,200-2/2001, and item "c" of paragraph 1 of article 5 of Law 14,063/2020, and filed with the competent Registry of Commerce. São Paulo, February 23, 2023. **Signatures:** Vicente Furletti Assis, Chair, and Pedro Paulo Archer Sutter, Secretary. **Board members:** (1) Eduardo Bunker Gentil; (2) Eliane Aleixo Lustosa de Andrade; (3) Flávio Mendes Aidar; (4) João Henrique Batista de Souza Schmidt; (5) José Guimarães

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Monforte; **(6)** Luiz Carlos Cavalcanti Dutra Junior; **(7)** Mateus Gomes Ferreira; **(8)** Roberto Egydio Setubal; **(9)** Vicente Furletti Assis; and **(10)** Wilson Nélío Brumer.

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

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*Vicente Furletti Assis*

*Chair*

*Signed via Digital Certificate (ICP-Brasil)*

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*Pedro Paulo Archer Sutter*

*Secretary*

*Signed via Digital Certificate (ICP-Brasil)*

PD CCR. 015/2023; 021/2023; 022/2023; 038/2023; 557/2022; 621/2022.