

**CCR S.A.**

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

Company Registry (NIRE): 35300158334

PUBLICLY HELD COMPANY

**MINUTES OF THE BOARD OF DIRECTORS' MEETING  
HELD ON JANUARY 27, 2022**

1. **DATE, TIME AND PLACE:** January 27, 2022, at 9:00 a.m., at the Company's headquarters, at Avenida Chedid Jafet, 222, Bloco B, 5º andar, in the city and state of São Paulo.
2. **ATTENDANCE:** Most members of the Company's Board of Directors were present through Zoom Meetings (simultaneous video conferencing), together with the other members of the Executive Board, according to paragraph 4 of article 16 of the Company's Bylaws.
3. **PRESIDING:** Ana Maria Marcondes Penido Sant'Anna, Chair; and Pedro Paulo Archer Sutter, Secretary.
4. **AGENDA:** To resolve on: **(i)** (a) the contracting, by its indirect subsidiary Barcas S.A. - Transportes Marítimos ("Barcas"), of a Guarantee Insurance policy, as a borrower, with Junto Seguros S.A. ("Junto Seguros"), before the 14th Federal Court of the Judiciary Section of Rio de Janeiro, to fully guarantee the payment of losses of suit, as required on Lawsuit 0025057-22.1998.4.02.5101; and (b) the provision of a guarantee by the Company, through the execution of a Counter-Guarantee Contract ("CCG Barcas"); **(ii)** the contracting, by its indirect subsidiary Barcas, of a Guarantee Insurance policy, as a borrower, with Junto Seguros, to secure the Interlocutory Relief filed before the Federal Government, as a policyholder, originated from the SPU Lawsuit - Collection of Emphyteutic Rent and Occupancy Fee, collateralized by the Company through CCG Barcas; **(iii)** the execution, by its direct subsidiary Concessionária do Sistema Rodoviário Rio - São Paulo S.A. ("CCR Rio-SP"), as a borrower, of a CCG with Junto Seguros e CCR S.A. ("Fiador"), for compliance with all the monetary obligations outlined in the CCG, whether principal or ancillary obligations, as well as those undertaken through insurance policy 05436.2021.0002.0775.0705787.000000, which ensures faithful compliance with the borrower's contractual obligations under the Concession Agreement ("Contractual Performance Guarantee") and any endorsements, collateralized by the Company, through the execution of a Counter-Guarantee Contract ("CCG Rio-SP"); **(iv)** the contracting, by its indirect subsidiary Concessionária de Rodovias do Oeste de São Paulo - ViaOeste S.A. ("ViaOeste") of Construtora Sanches Tripolini Ltda. ("Sanches Tripolini"), for the Implementation of Special Structure Works (OAE) for the overlapping of Rodovia SP-280 Marginal Oeste (km 15+800) and the connection with Av. Fuad Auada; **(v)** the contracting by Grupo CCR of an internal audit firm; **(vi)** the formalization of the appointment of a member for the Finance and Results Committee ("CRF"); **(vii)** the capital increase of its indirect and jointly owned subsidiary Toronto S.A. - Desenvolvimento e Participações ("Quicko"); and **(viii)** the 2022 Capital Structure Previous List, prepared based on the Company's annual budget.

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**5. RESOLUTIONS:** After analyzing and discussing the matters on the agenda, according to article 17 and its respective items of the Company's Bylaws, the attending Board members:

(i) unanimously approved, (a) the contracting, by its indirect subsidiary Barcas, of a Guarantee Insurance policy, as a borrower, with Junto Seguros, before the 14th Federal Court of the Judiciary Section of Rio de Janeiro, to fully guarantee the payment of losses of suit, as required on Lawsuit 0025057-22.1998.4.02.5101; and (b) the provision of a guarantee by the Company, through the execution of CCG Barcas, becoming jointly and severally liable with the borrower for the compliance with all monetary obligations undertaken in the contract, whether principal or ancillary obligations, as well as those undertaken through the insurance policy(ies) and endorsement(s) issued, according to the terms and conditions presented at this meeting;

(ii) unanimously approved the contracting, by its indirect subsidiary Barcas, of a Guarantee Insurance policy 02-0775-0712690 with Junto Seguros, issued on January 14, 2022, to secure the Interlocutory Relief filed before the Federal Government, originated from the SPU Lawsuit - Collection of Emphyteutic Rent and Occupancy Fee, collateralized by the Company through CCG Barcas, according to the terms and conditions presented at this meeting;

(iii) unanimously approved the execution by its direct subsidiary CCR Rio-SP, as a borrower, of CCG Rio-SP with Junto Seguros and the Company, as a guarantor, for the compliance with all the monetary obligations outlined in the CCG, whether principal or ancillary obligations, as well as those undertaken through insurance policy 05436.2021.0002.0775.0705787.000000, which ensures faithful compliance with the borrower's contractual obligations under the Concession Agreement and any endorsements, with the provision of suretyship by the Company, according to the terms and conditions presented at this meeting;

(iv) unanimously approved the contracting, by its indirect subsidiary ViaOeste, da Sanches Tripolini, for the Implementation of Special Structure Works (OAE) for the overlapping of Rodovia SP-280 Marginal Oeste (km 15+800) and the connection with Av. Fuad Auada, according to the terms and conditions presented at this meeting;

(v) unanimously approved the contracting by Grupo CCR of an internal audit firm, according to the terms and conditions presented at this meeting;

(vi) unanimously approved the formalization of the appointment of the Board member Eliane Aleixo Lustosa de Andrade to the CRF;

(vii) unanimously approved the capital increase of its indirect subsidiary Quicko, in the amount of six million, ninety-eight thousand, and four hundred reais (R\$6,098,400.00), to be subscribed and paid-up by its shareholders in the proportion of their shareholdings, according to the terms and conditions presented at this meeting; and

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(viii) unanimously approved the 2022 Capital Structure Previous List, prepared based on the Company's annual budget, prepared based on the Company's annual budget, according to the terms and conditions presented at this meeting.

The members of the Company's Board of Directors authorize the Executive Board to take all the necessary acts to implement the resolutions above, as well as 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, 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 (SP), January 27, 2021. **Signatures:** Ana Maria Marcondes Penido Sant'Anna, Chair; 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) Flávio Mendes Aidar; (5) Henrique Sutton de Sousa Neves; (6) Leonardo Porciúncula Gomes Pereira; (7) Luis Claudio Rapparini Soares; (8) Luiz Alberto Colonna Rosman; (9) Luiz Carlos Cavalcanti Dutra Júnior; (10) Paulo Roberto Reckziegel Guedes; (11) Renato Torres de Faria; and (12) Wilson Nélio Brumer.

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

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

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