

CCR S.A.

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

Company Registry (NIRE): 35300158334

PUBLICLY HELD COMPANY

**MINUTES OF THE BOARD OF DIRECTORS' MEETING
HELD ON AUGUST 26, 2021**

1. DATE, TIME AND VENUE: August 26, 2021, at 9:30 a.m., at the Company's head office, at Avenida Chedid Jafet, No. 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 BOARD: Chair: Ana Maria Marcondes Penido Sant'Anna; and Secretary: Pedro Paulo Archer Sutter.

4. AGENDA: To resolve on: **(i)** the formalization of the approval of the contracting of bank-issued guarantee FI176/21 on June 29, 2021 ("Guarantee FI176/21") by its direct subsidiary Concessionária das Linhas 8 e 9 do Sistema de Trens Metropolitanos de São Paulo S.A. ("ViaMobilidade Lines 8 and 9"), with Banco BTG Pactual S.A. ("BTG Pactual") in favor of the Metropolitan Transportation Department ("Granting Authority"), for compliance with the conditions precedent for signing the concession agreement, with a guarantee by the Company, through corporate surety, in the percentage of its equity interest in ViaMobilidade Lines 8 and 9; **(ii)** the ratification of the loan agreement executed by the Company and its indirect subsidiary Rodovias Integradas do Oeste S.A. ("SPVias"), of one hundred and fifty-five million reais (R\$155,000,000.00); and **(iii)** the appointment of a member of the Company's Board of Directors for the Result and Finance Committee (CRF).

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 resolved to:

(i) APPROVE, by a majority vote of the members present, with the absence of Wilson Nélio Brumer recorded, the formalization of the approval of the contracting of bank-issued guarantee FI176/21 by its direct subsidiary ViaMobilidade Lines 8 and 9, with Banco BTG Pactual in favor of the Metropolitan Transportation Department ("Granting Authority"), for compliance with the conditions precedent for signing the concession agreement, with a guarantee by the Company, through corporate surety, in the percentage of its equity interest in ViaMobilidade Lines 8 and 9, according to the terms and conditions presented herein;

(ii) APPROVE, by a unanimous vote of the members present, the ratification of the contracting of a loan agreement executed by the Company and its indirect subsidiary SPVias,

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of one hundred and fifty-five million reais (R\$155,000,000.00), according to the terms and conditions previously presented and ratified herein; and

(iii) APPROVE, by unanimous vote of the members present, the appointment of Mr. Wilson Nélio Brumer, member of the Company's Board of Directors, for the Result and Finance Committee (CRF).

The members of the Company's Board of Directors authorize the Executive Board to take any and all acts necessary to implement the resolutions above, as well as adopt the measures necessary 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, August 26, 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; **(12)** Wilson Nélio Brumer.

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

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

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