

# Movement





## Improving the quality of life of our customers is the greatest value we generate with our concessions

By land, sea and air, humanity moves ever more rapidly towards a technological and digital future. Every day, people and dreams connect through a complex network of highways, tracks, sea and air routes that cover our entire planet and create the background for a more sustainable society.

Our company, the largest in the segment of infrastructure for mobility in the country, exists to transform the way we travel this journey. We know that there will always be a more comfortable, agile, intelligent and efficient way to overcome distances and reach our goals. And so, for 20 years, we have been working so that each client of our concessions can experience the best of the chosen path.

We are alongside students who bring inspiring new ideas to their notebooks and minds, truckers who transport food from the countryside to the cities, fathers and mothers who look after their children, travelers who cross oceans in search of new languages and cultures. That's why we research and incorporate technologies that make people more welcome on roads, at airports, on trains and on boats.





We know the landscapes of Brazil – because we are in seven different states – and of four other countries in the Americas. To preserve natural wealth, we invest in more efficient models to generate electricity from renewable sources, techniques to reuse waste, initiatives to reduce greenhouse gas emissions and protect biodiversity around our paths.

We admire and respect the traditions and cultural expressions of the communities that are connected by our concessions. In this sense, we created the CCR Institute to join efforts and make relevant investments in social projects that strengthen education, citizenship, road safety and promote culture and environmental preservation in the regions where we operate.

We believe that as important as getting to the destination is the legacy we leave during the journey. Our journey is long, since each concession we win is the renewal of a commitment we have made to society for decades. Responsibility, ethics, transparency and sustainability is what drives us to move forward to deliver more safety, well-being, comfort and quality to all our clients. This is the brand of the CCR Group.



## Our purpose

The history of our company goes hand in hand with the development of the infrastructure concession model in Brazil. In the last 20 years, we have been pioneers on several fronts: we signed and finalized the first contract for the management of a road asset – the Rio-Niterói Connection – we were the first listed company in B3 S.A.'s New Market and we expanded frontiers to manage and operate airports abroad. In 2019, we took a new look at our business to discover the new paths we will take.

It was with this objective in mind that we conducted an unprecedented diagnosis of our culture and corporate values. Throughout the year, with the support of specialized consulting firms, we held internal workshops involving our employees, directors and members of the Board of Directors.

One of the main benefits of this project was to confirm that the greatest value of our operations is the well-being of our customers. Excellence in service and respect for those who use concessions are key intangible

assets of our business model and can be further enhanced with innovation, technology and enhanced customer focus.

The welcome for drivers and passengers, in all modes of mobility, is the result of fortresses that we have built up over the last two decades. The qualification of our employees, the diligence in carrying out investments and in complying with contractual requirements, the absolute priority for safety and the integrated management of the social and environmental impacts of our activities are the differentials of a company recognized for its excellence in providing services.

From 2020, we will continue to work to internalize this new corporate culture aimed at offering the best experience to our customers. We will share with our employees and all external audiences the purpose of our company, a statement of what motivates us to tread new paths and has been collaboratively built by all of us here at CCR.

## Business vision

To be an infrastructure company focused on mobility that, with high impact local and international projects, ensures that the customer experience is transformed into a better quality of life.





## Institutional reputation

Our business model, based on the provision of infrastructure services granted, is strengthened when the quality of our operations and other positive aspects of the company are recognized by clients, employees, opinion leaders, local communities and other audiences with which we relate.

Therefore, monitoring corporate reputation before stakeholders is relevant to identifying the materialization of our purpose in society and finding opportunities for improvement so that our performance contributes to the development of a mobility infrastructure with excellence, safety and efficiency.

In 2019, we started the Institutional Reputation project, aimed at building a model for determining, consolidating and monitoring a reputational index. With the support of consulting firms specialized in this area, we conducted a study of the best practices adopted by other companies and discussed in internal meetings what are the dimensions and attributes to be researched for the composition of the company's reputation.

The preparation of such a management model will continue throughout 2020. Our goal is to complete a process of engagement with our audiences during the year and thus have an initial basis for monitoring our company's reputation. Starting in the coming years, we will be able to establish action plans to address opportunities and thus continue to strengthen our company's reputation.



We are building a model that will allow us to monitor the company's reputational index, facilitating the development of action plans that contribute to the recognition of CCR among its audiences



### Assessment of our customers' satisfaction

It is important that society and the granting authority recognize the quality of the service provided so that CCR can generate value by expanding its business, adding other concessions to its portfolio and making investments in current assets to improve its infrastructure. With a cutting-edge performance, clients realize the benefits resulting from tariff collection and the importance of the partnership between the State and private initiative.

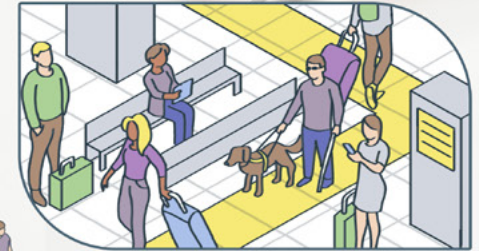
To monitor the quality of services, customer satisfaction surveys are conducted in all managed modes. On the roads, this evaluation is done by Datafolha Institute, one of the most recognized research institutions in Brazil. In 2019, more than 4.8 thousand people were interviewed who know and use the concessions - among car and truck drivers, fleet owners and opinion makers. The overall perceived satisfaction index was 78.5%, a reduction of 1.5 percentage points compared to 2018.

In the airport segment, this evaluation is carried out through the Passenger Satisfaction Survey, a federal government initiative with results released quarterly. BH Airport, the concessionaire that manages the Confins Airport (Minas Gerais), achieved an overall score of 4.57 points, on a scale of 1 to 5, in the fourth quarter of 2019.

Urban mobility concessions assess customer satisfaction through internal indicators that monitor waiting time, equipment cleanliness and service punctuality. These indicators cannot be disclosed because of regulatory issues. Customer communications through channels such as the Ombudsman, e-mail, telephone and SMS are also a reference for assessing service quality and establishing improvement plans.

The corporate management model is a factor that has driven the improvement of service quality in recent years. Since 2018, concessions have been managed in four different divisions - CCR Airports, CCR Mobility, CCR Infra SP and CCR Lam Vias (learn more on page 33).





Get to know  
some indicators  
from 2019  
that show our  
generation of  
value in the  
six capitals  
proposed by  
the Integrated  
Report



### Financial capital

- Net revenue **R\$ 9.5 billion\***
- EBITDA **R\$ 5.8 billion\*\***
- Investments **R\$ 1.7 billion**

\*Does not include construction revenue  
\*\*Calculated excluding non-cash expenses:  
depreciation and amortization, provision for  
maintenance and appropriation of prepaid  
expenses from the grant



### Manufactured capital

- About **2.2 million** trips on the roads
- **About 2 million** passengers used our urban mobility services every day
- **22.8 million** airport boarding passengers per year



### Natural capital\*

- **7.5%** reduction in urban mobility water consumption
- **25.7%** reduction in waste generation by the CCR Group
- **447.7 MWh** of energy saved in energy efficiency initiatives

\*Does not consider the units ViaRio, Renovias, light rail Carioca and airports abroad.



### Intellectual capital

- **134 professionals** involved in the first year of the Lean Journey
- Quikco application has already been installed on **95,500** mobile devices



### Human capital

- **50,700** trainings carried out through the Nosso Mundo do Saber platform
- **44.6%** reduction in accident severity rate\*
- **13.61 hours** of training per employee (average in the year)

\*Does not consider the units ViaRio, Renovias, light rail Carioca and airports abroad.



### Social and relationship capital

- About **1.2 million** participants in the CCR Institute actions
- **78.5%** satisfaction in the survey with road clients



## Quicko - Technology to travel better in big cities

What's the best way to get around a big city? The answer to this question involves several factors, such as the cost of the trip, the distance and the means of transportation available. The most important of these, however, is the power of choice of each passenger or driver.

To help people make up their minds with more information and intelligence, we are investing in Quicko, a technology startup that combines all urban mobility options for transport in major metropolises. The platform was initially made available to the metropolitan region of São Paulo and has already been downloaded on more than 95,500 mobile devices.

Quicko was born to integrate the various existing possibilities of locomotion and, with the analysis of big data in real time, show travelers the various possible routes and their advantages and disadvantages. The shortest route is not always the fastest, the cheapest or the most pleasant. With more information and connectivity, each person can choose whether to walk, rent a bike or ride the subway - and live the best experience on each trip.

The possibilities offered by the platform are completely aligned with our purpose. We want, more and more, to transform the way our clients move, adding comfort and convenience to their paths. Innovation and digitalization are the routes that will take us in this direction.



Use the QR Code beside to download Quicko's application on your smartphone and take advantage of this platform to choose the best path for your day

## Quicko



## Innovations that delight our customers

- ViaQuatro brought to Brazil the first models of remote-controlled trains, without the use of drivers. A new safe way to travel underground in São Paulo on Line 4–Yellow of the subway.
- Our facial recognition technology at CCR Metro Bahia helped the Military Police monitor major events in the city of Salvador.
- We put NovaDutra FM CCR radio, which operates on the 107.5 MHz frequency and operates along the entire length of Presidente Dutra Highway. Information and services, from end to end, for drivers who travel on the main road axis in Brazil.
- We innovate with the indication panels of capacity in the wagons of the Line 4–Yellow trains. A system that warns where the empty spaces are to increase comfort during the journey.
- On our roads, we use artificial intelligence systems that recognize vehicles by their physical characteristics and plates. Cutting-edge technology aims to increase safety and combat toll evasion.
- At CCR Metro Bahia, we combined the fiber optic network with artificial intelligence resources to identify undue interventions in the subway line. The project seeks to reduce intrusion situations, which lead to the reduction of speed or the stopping of trains.
- We launched “Leitura na ViaMobilidade” and “Estação Leitura”, projects that encourage the donation and sharing of books in the stations of Line 5–Lilac subway (São Paulo) and CCR Metro Bahia (Salvador). Passengers can take copies from the shelves, without any kind of registration, and return them later.
- We started to use drones to inspect viaducts, footbridges and other structures of our highways. It is more technology to increase safety and ensure the comfort of drivers, passengers and pedestrians

