

# Impulse



## CCR Group's activities create and share value with all stakeholders that connect to the infrastructure concessions model

The efficient management of the concessions we manage generates value for all the audiences with which we relate. Our activities provide a positive impact that goes beyond the financial return to the capital invested by shareholders and capital market agents. In addition to relieving public accounts by assuming the management of concessions that were previously funded by the government, we also contribute to wealth generation through the payment of taxes applicable to our operations.

To provide transparency and communicate this value, we were one of the first companies in Brazil to follow the Integrated Reporting guidelines proposed by the International Integrated Reporting Council (IIRC). The main objective of this framework is to explain to stakeholders how the company generates value over time, in different types of capital and in different periods.

Improvement works and maintenance on the roads, associated with traffic education campaigns, lead to a reduction in the number of accidents in the long term. Since 2010, the base year of the National Plan to Reduce Accidents, we have reduced the rate of fatalities by 43%.

The studies and initiatives we have developed to generate and consume renewable energy in the concessions, together with plans for mitigation and adaptation to climate change, will help to provide more sustainable travel on roads and in large cities, improving the quality of life for the entire population.

These and other benefits associated with our business model enable us to continue our operations over the long term and recognize that our company contributes to the country's economic growth with respect to people and the environment. Thus, we have earned and renewed our social license to expand our portfolio, innovate and make route corrections when necessary.





## Manufactured capital

The assets managed by our company are mobility infrastructure concessions in different types of modals: highways, airports and urban mobility assets (subway, barges and light rail). In Brazil and abroad, these business units are responsible for the maintenance and operation of high value-added equipment and a transportation network through which thousands of people travel every day.

The assets are organized in four different business divisions. This model allows for a more asset-focused management and targeting the search for new opportunities according to the investment profile. Until 2019, the Airports division was the only one with operations in other countries.

In 2019, we invested a total of R\$ 1.7 billion in our units. The dealers that invested the most were CCR ViaSul, CCR NovaDutra and Aeris, representing 28.2%, 18.7%, 10.7% and 9.1% of the total, respectively. The investments of CCR RodoSul focused on duplications and restoration works in multiple stretches. At CCR ViaSul, there were disbursements with pavement recovery, equipment acquisition and signage, mostly. Aeris' investments focused on the construction of a new terminal and a parking area for equipment used in ground services.

Our structure also has three specialized service companies: CCR Actua, CCR Engelog and CCR EngelogTec. Located in the municipality of Jundiaí, these units comprise the Shared Services and Competence Center (SSCC) and support our concessions with administrative management, engineering and information technology solutions. The SSCC is a significant competitive differential of our business model,

**15.1 square kilometers**  
managed at BH  
Airport in  
Minas Gerais



**2 million** passengers  
used our urban mobility assets  
every day

**22.8 million**  
airport boarding  
passengers

**480** winches, ambulances  
and support vehicles for  
drivers

**3,700 kilometers**  
of highways  
managed in  
**5 Brazilian states**

**2,553** emergency  
roadside  
telephones

**46** monitored  
subway  
stations

**24 boats**  
operating in  
Rio de Janeiro

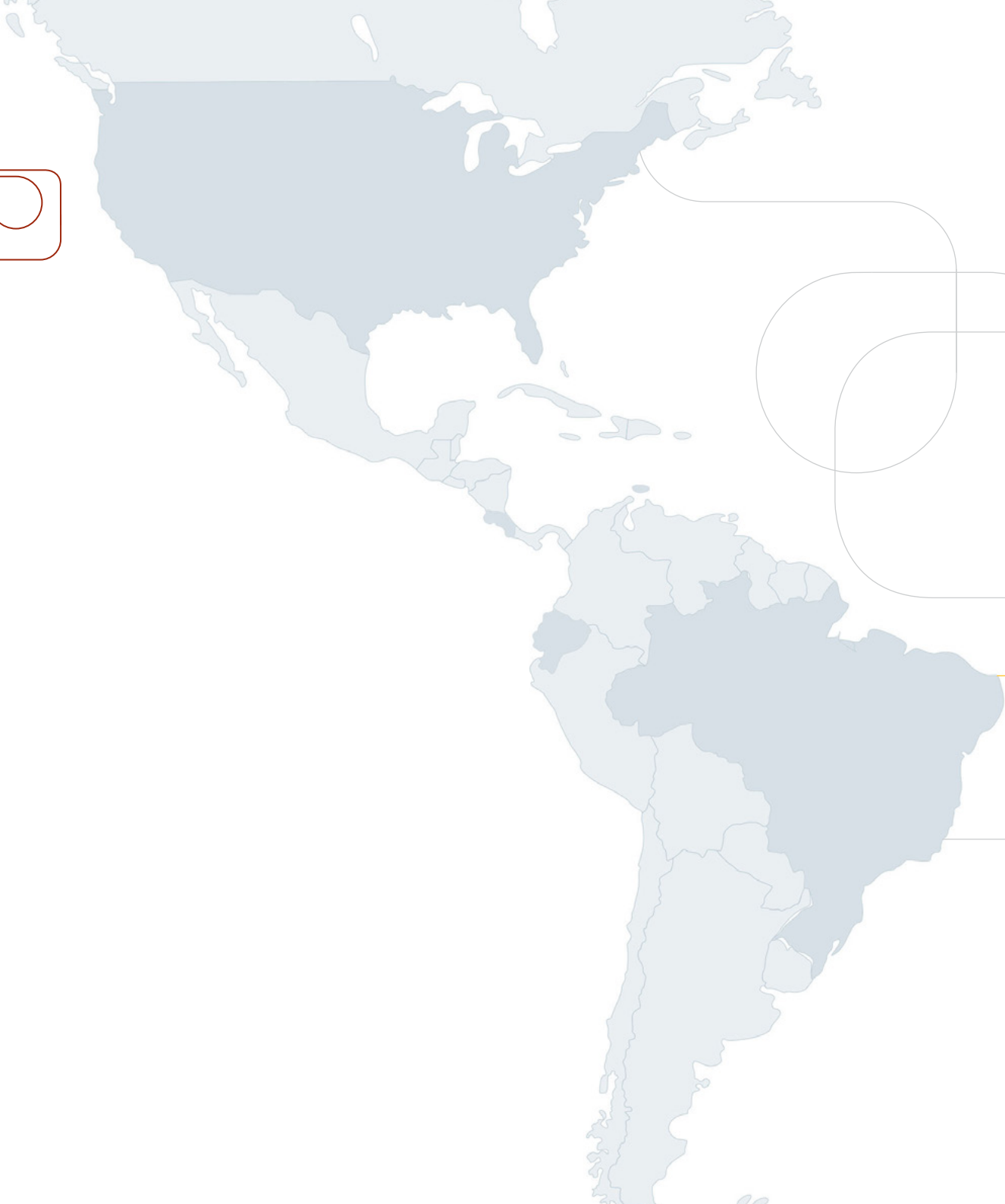
**7,980**  
monitoring  
**cameras** on  
our assets

because it allows us to add new business with agility, promoting efficiency and maintaining quality in the provision of services.

Our company's head office is in the city of São Paulo and concentrates the professionals of corporate areas that support the operations, as well as the Executive Board.

# Performance map

**Click on the map legend** to know the location and scope of the CCR Group operations



## Safety of operations

Respect for human rights is a premise that we follow when conducting business. Article 3 of the Universal Declaration of Human Rights, to which Brazil is a signatory, states that “every human being has the right to life, liberty and security of person”.

Our company, committed to the principles of the United Nations (UN) Global Compact, understands that reducing the risks of accidents with employees, customers and third parties who provide services in the concession units is essential to generate value to shareholders and other stakeholders in a sustainable manner and connected to the corporate purpose.

At airports, urban mobility systems and roads there are several risks that can compromise the safety of employees and third parties. Diverse activities of maintenance, cleaning and operation of assets can result in serious and even fatal accidents. For this reason, there are safety procedures that must be followed both by the professionals themselves and by third parties who provide services in the units.

Among the measures adopted are the use of safety equipment to carry out maintenance activities, the guidance for the installation of flags and containment barriers to avoid collisions with vehicles, machines and equipment, the requirement for training for the execution of activities such as interaction with the electrical grid, among other aspects. The operational leaders are responsible, in the units, for following and monitoring the compliance with these guidelines.

Through digital systems, we monitor the evolution of accident rates and the severity of occurrences in our business. In the units, the programs designed to increase employee safety follow the Occupational Health and Safety Normative Instruction, a document that establishes guidelines for stopping risks and protecting people.

At the BH Airport, monitoring of impacts on local fauna is also relevant to ensure the operational safety of aircraft on landings and take-offs



The Corporate Health and Safety and Quality of Life areas are responsible for monitoring this information, seeking to identify opportunities for improvement in the development of action plans that allow the continuous improvement of the company's performance. CCR Actua consolidates the corporate monitoring of health and safety indicators, which are monitored daily by the units.

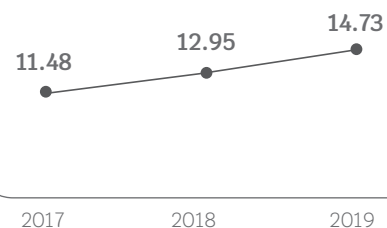
In 2019, the frequency of injuries was 13.7% higher among employees. However, the severity rate of these occurrences was 44.6% lower, mainly because the number of fatal accidents rose from nine in 2018 to one in 2019. The fatal occurrence involved a professional from a road unit in the Southeast region.

Customer safety is also a priority for the company and the issue is mainly driven by investments in improvement works that increase asset quality and reduce the risk of accidents. On the highways, for example, the installation of protective barriers and the maintenance of signage – obligations provided for in the contracts – are aimed at reducing the number of collisions. In subway systems, the installation of automatic doors in stations prevents customers from having access to the railway line, reducing falls and injuries. In airports, one of the greatest risks is the collision between birds and aircraft, which can cause equipment failures – that is why the concessionaires adopt systems that scare away this type of fauna and make landing and take-off operations safer.

In addition to these initiatives, we understand that increasing safety and reducing risks is related to raising people's awareness. For this reason, we invest in training and capacity building for employees and educational campaigns for drivers, pedestrians and other types of concession users. This communication is continuous and carried out by the units under the guidance of corporate guidelines, according to the opportunities for improvement identified in each modal managed.

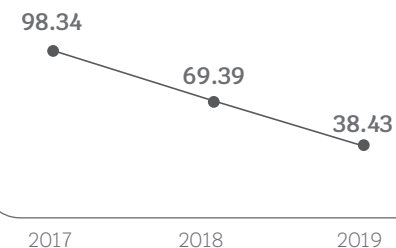


**Injury rate among  
CCR Group employees\***



\*Injury rate: number of Work Accident Communications (WACs) recorded in the period / total hours worked \* 1,000,000. Considers all levels of injuries (except occupational diseases) and types of accidents (route or typical), including communications resulting from deaths.

**Lost days rate among  
CCR Group employees\*\***



\*\*Lost days rate: number of days of attestations associated to the WACs registered in the period / total hours worked \* 100,000. Considers all levels of injuries (except occupational diseases) and types of accidents (route or typical).

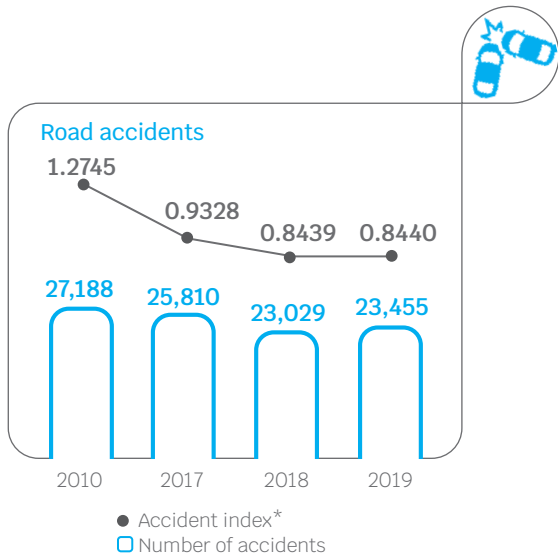
## Reduction of road accidents

The investments in roads that we have managed have led to a significant reduction in the number of accidents with fatal victims in the last decade. Since 2010, we have monitored the rates through the Accident Reduction Plan (ARP), developed in line with the guidelines of the “Decade of Road Safety” movement, proposed by the UN with the objective of reducing by 50% the number of deaths from road accidents by 2020.

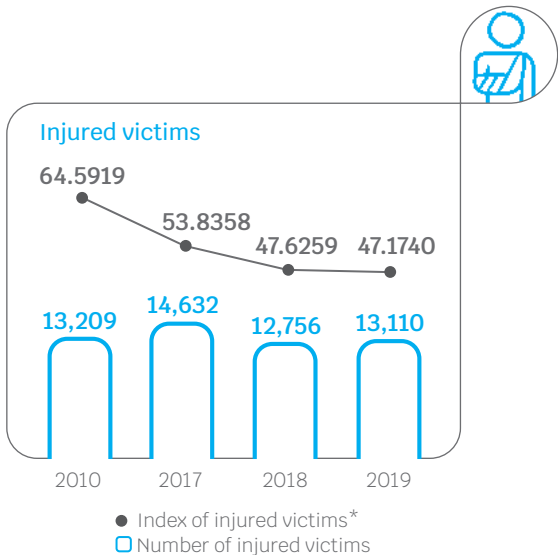
In 2019, the accident rate remained stable in relation to the previous year, while that of injured victims showed a slight reduction of 0.9%. The fatality rate, however, increased 11.8% in the annual comparison. In the consolidated view, the advance compared to the base year of 2010 is evident: a decrease of 33.8% in the accident index, 27.0% in the number of injured victims and 43.0% in the number of fatal victims.

Other initiatives we have undertaken include the installation of metal fences between the lanes, the construction of walkways, the installation of monitoring cameras, warning systems and information panels. In addition to these actions, the duplication of the roads themselves – one of the main benefits of the concession projects – increases the safety of drivers and contributes to reducing the number of accidents.

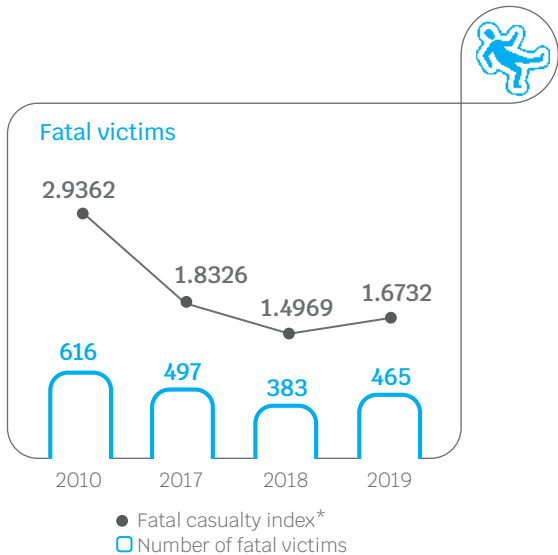
Education campaigns for safer transit are also important for the evolution of these indicators. The units invest in communication actions and the CCR Institute, through investment in social projects, disseminates the importance of road safety among society.



\*Accident index = (number of accidents of any kind \* 1,000,000) / (length of the stretch in kilometers \* average daily volume of vehicles in the homogeneous segment \* number of days in the period).



\*Index of injured victims = (number of injured victims \* 100,000,000) / (length of the stretch in kilometers \* average daily volume of vehicles in homogeneous segment \* number of days in the period).



\*Fatal victim index = (number of deaths on site \* 100,000,000) / (length of the stretch in kilometers \* average daily volume of vehicles in the homogeneous segment \* number of days in the period).



## Human capital

To offer innovative solutions to customers and increase satisfaction with the services provided, our company relies on the technical knowledge and experience of employees working in various administrative and operational areas.

Therefore, we consider as a positive value for the company our ability to retain talent and promote employees to new challenges according to the growth and diversification of the portfolio. In 2019, about 800 of our professionals had new opportunities in the company, assuming leadership positions or in transition to different areas in which they worked, reinforcing the CCR Group's commitment to develop and prioritize the use of employees in internal opportunities.

One of our greatest challenges in human capital management is the continual mapping of employees who demonstrate interest and competence to fill positions as leaders in new businesses. This will be one of our priorities for the year 2020.

**12,200**  
employees

**166,300 hours**  
of training and  
capacity building

**13.7%**  
increase  
in accident  
frequency  
rate

**50,700** trainings  
carried out through  
our “Nosso Mundo do  
Saber” platform

**R\$ 1.05 billion**  
paid in wages and  
benefits

**22.6%**  
of leadership  
positions held  
by women

**44.6%**  
reduction  
in the accident  
severity rate

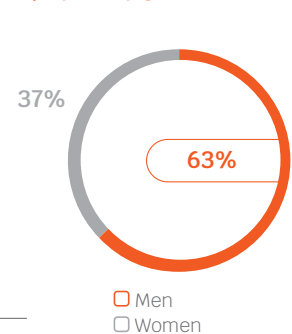
To conduct this process, we have structured a new model for evaluating employee skills. The format adopted from 2020 onwards favors transparency and objectivity, collective decision-making and seeks to minimize subjectivity for processes involving promotions, variable remuneration offers and other aspects.

The corporate areas and units now have the support of specialists in human resources issues (compensation, training, etc.). With this new structure and way of acting, the People Management area acts closer to the leaders to identify the needs of each team, indicate the best solutions and support the resolution of challenges with more agility and in accordance with our internal policies and processes.

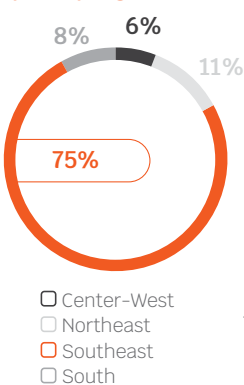
Another initiative we will conduct in 2020 is a climate survey among employees. This practice will allow us to identify the positive points of the relationship that the company establishes with the professionals and the opportunities for improvement on other fronts.



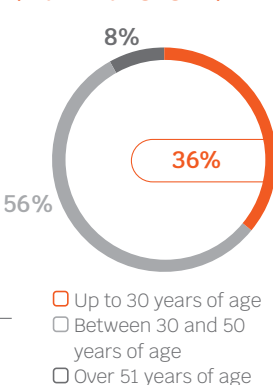
Distribution of employees by gender



Distribution of employees by region



Distribution of employees by age group



## People development

We promote several actions for the continuous qualification of employees. The training programs include mandatory, technical, functional and strategic training. In 2019, the online portfolio, which covers 45 courses (19 of them in behavioral skills), reached the mark of 13 thousand hits. Among the other training courses, the following initiatives stood out:

- Workshop Feedback and PDI, aimed at analysts, coordinators and above, aims at developing leadership in line with the company's strategic objectives;
- Development of a customized graduate course in Project Management in partnership with the Vanzolini Foundation, with a 100% subsidy for 18 employees;
- Involvement of 300 leaders in face-to-face and online actions in the service-oriented continuing education program called Aprimorando.

In 2019, the average number of hours of training per employee was 13.61, an increase of 2.5% over the previous year. The leadership categories (coordinators and above) were particularly noteworthy, mainly for conducting the Feedback and IDP Workshops.

Last year we also conducted the second class of the Nova Jornada Program, which helps employees understand retirement as another phase of life, perceiving it in a positive way. The program supports participants in reflecting on possibilities and gradually planning this new moment. The second class comprised employees from the age of 58.



10.4 thousand employees were trained by the Nosso Mundo do Saber program, in face-to-face and online actions

Performance evaluation

To evaluate deliveries and promote the development of our employees, we apply methodologies that meet the demands and specificities of the different administrative and operational functions. In this context, we divide our team into three groups: Service Delivery Group (SDG), Analysis and Management Group (AMG) and Assistants.

For SDG, the process takes place every two years and the objective is to measure individual performance, serving as a reference for qualification planning, calculation of profit-sharing and merit-based salary changes. For AMG and Assistants, the focus is to evaluate performance in relation to culture and organizational values, subsidizing training plans and succession planning. In addition to these two models, the company also performs a competency assessment per trial period, applicable to all new employees during the year.

In 2018, we established that AMG professionals and Assistants will receive annual performance evaluations. The cycle was held at the end of that year and, therefore, we acted in 2019 in the improvement actions of these professionals. As of 2020, the evaluation and development cycle will take place in the same year. This periodicity is foreseen in the corporate scope, but each unit may request, depending on the local context and strategy, evaluations of its employees.

Thus, in 2019, only new employees went through the cycle of performance evaluation by experience. The processes for SDG, AMG and Assistants were not applied in the period on a corporate basis. Exceptionally, by demand of CCR Barcas, the professionals of this unit were evaluated last year.

Percentage of employees who received performance evaluation	2019	2018	2017
By gender			
Men	38.19%	81.21%	33.58%
Women	34.22%	84.67%	32.46%
By functional level			
Board of Directors	0.00%	88.68%	7.81%
Managers	0.00%	84.54%	10.08%
Coordinators	0.00%	88.59%	10.34%
Supervisors	16.41%	89.93%	29.86%
Administrative	8.10%	86.53%	15.54%
Operational	42.08%	85.90%	38.58%
GENERAL	36.71%	82.49%	33.14%

\*Learners and interns have not received performance evaluations in the past three years.

The employee performance evaluation model has two approaches for different groups of professionals, in addition to specific evaluations for the employees hired during the year



## Intellectual capital

Innovation aimed at overcoming the challenges of concessions, modernizing customer service and making our processes more efficient is a lever that drives our business model. Our professionals are stimulated to challenge themselves and seek new ways of performing tasks, finding solutions that lead both to adding value to current businesses and to conquer new markets.

The Shared Services and Competence Center companies play a central role in driving and spreading the culture of innovation throughout the company. Thus, we have been able to incorporate new solutions that benefit clients from concessions and, at the same time, improve and unbureaucratize several internal procedures, giving more agility and efficiency to processes.

In 2019, we completed the first year of the Lean Journey at CCR Actua, an initiative aimed at identifying and improving the various process flows that we carry out in the company that provides administrative services to concessions. The employees actively participated in projects of continuous improvement, automation of tasks and changes of routines that reduce refining and give more reliability to information in several areas - legal, financial, supplies, fleet management, among others.

CCR EngellogTec, dedicated to supporting information technology and data processing services, has also innovated in the search for solutions that increase the competitiveness of our business. The vision of the unit is to allow the incorporation of technologies that promote cost reduction, enable investments and generate new revenues, but, as a priority, promote a better service for our customers.

This strategy has driven the development of a marketplace platform for Aeris, the concessionaire that manages the airport in Costa Rica. The tool

**134 professionals**  
involved in the first  
year of the Lean  
Journey

The Quicko  
application has  
already been  
installed on **95,500**  
mobile devices

allows customers to have more convenience in purchasing and receiving products in the departure lounges, making better use of time while waiting for a flight.

At CCR Engellog, our unit specialized in developing civil engineering solutions, the culture of innovation and efficiency drives the development of new construction methods and projects that bring more comfort and safety to users, less environmental impact and gains in competitiveness. This work model is carried out in partnership with suppliers, driven by the know-how and experience of our employees.

In this sense, our company studies and invests in actions to improve the flow of vehicles on the highways - which generates a reduction in pollutant emissions - and give more fluidity to passenger movements at the boarding stations - which brings comfort and well-being. Research into the use of new asphalt materials and reuse of waste are other examples of improvements that our engineering expertise has provided to all concessions.

At airports, energy efficiency projects were implemented to reduce the consumption of electricity and fossil fuels, which enabled the reduction of greenhouse gas emissions. In addition, the use of electrical energy was optimized for underground lighting and the aircraft yard, with the readjustment of the service road, which reduced the displacement of vehicles operating in the yard. We also replaced the lighting system at the Passenger Terminal with LED lamps.



## Natural capital

The development of mobility infrastructures improves the quality of life in large urban centers, allowing customers to choose the most efficient, fast and environmentally friendly means of transport. The replacement of vehicles with subway systems, for example, makes it possible to reduce emissions from CO<sub>2</sub> in cities, with positive effects on air quality and traffic reduction. Airports and highways also bring environmental gains to locomotion over long distances with more speed, safety and comfort.

To expand the positive environmental impact of these concessions, we work to make operations more efficient in the use of natural resources – such as energy and water. The company adopts mechanisms for business activities to emit less greenhouse gases (GHG) and to reuse the waste generated in the improvement works of the assets.

The Shared Services and Competence Center is a key structure for the materialization of this strategic vision on operational eco-efficiency. CCR Engelog and CCR EngelogTec put their team of engineering and technology experts at the service of the search for innovations and new methodologies that can reduce the environmental footprint of the different types of managed concessions. Thus, it is possible to structure and make viable solutions through the installation of solar panels for energy generation, water reuse processes for train washing, reutilization of civil construction waste, among other initiatives.

**8.5% increase**  
in energy  
consumption

**447.7 MWh**  
of electric  
energy  
savings

**2.4%  
growth**  
in water  
consumption

**25.7%  
reduction**  
in waste  
generation

CCR Actua, which provides administrative services for the units, continuously monitors the indicators and actions developed by each unit with a focus on operational eco-efficiency. With this centralized vision, CCR is able to identify both opportunities for improvement and good practices adopted by a unit that can be adapted and shared with other concessions or in new businesses.

In addition to the initiatives, investments are made in communication campaigns, training and the training of leaders so that the search for operational eco-efficiency permeates the work of employees on a daily basis. Individual awareness helps businesses to have an increasingly smaller environmental footprint.

The governance structure, revised in 2019, allows the issue to be dealt with collectively by the leadership. Within the Executive Board, the Eco-efficiency of operations and opportunities for improvement are analyzed by the Business Departments, which manage the concessions in their different modals, together with the Communication and Sustainability Department, responsible for the integrated management of the economic, social and environmental impacts of the company's business model.

For the Board of Directors, the most relevant aspects are addressed through periodic reports and the evaluation of the Risk and Reputation Committee. In this sphere of governance, global trends – such as the fight against climate change – and compliance with the guidelines established by internal policies, in particular the Environmental Policy and the Policy on Climate Change, are observed.

### Approach on the precautionary principle

In our units and operations, we observe the precautionary principle to assess environmental, health and safety risks to people in all phases of a concession's life cycle – planning, implementation, operation and demobilization. In these stages, no activity is initiated if any risk factor with serious or irreversible impacts is identified.

This process is strengthened by the actions of the Corporate Risk Management area and the Risk and Reputation Committee, which advises the Board of Directors, guided by the Risk Management Policy in force since 2019. Through multidisciplinary discussions involving the company's managers, the main corporate risks – including environmental and health and safety risks – have been mapped and are monitored together with the management areas of the action plans prepared to promote the mitigation or minimization of these aspects (learn more on page 34).



## Energy and emissions

Energy is one of the main inputs we use in our highways, urban mobility assets and airports. To reduce the impact on the use of this resource, ViaRio and CCR RodoAnel were equipped with photovoltaic plates that generate part of the energy used in toll plazas. The same solution was considered in the ViaSul CCR operation project, which manages the Southern Integration Highway (RIS), a concession that we started to administer in 2019.

In addition to reducing costs, the option for self-generation of solar energy contributes to reducing greenhouse gas (GHG) emissions. In order to monitor our impact in this regard, we have adopted the methodology of the Brazilian GHG Protocol Program and, annually, we publish our emissions inventory on the **public registration** platform maintained by the entity, with data verified by an external company.

In 2019, four projects implemented on the highways generated combined savings of 447.7 MWh (avoiding the emission of 33.13 tCO<sub>2</sub>e), equivalent to 1.6 thousand GJ and enough to supply about 2.7 thousand homes in Brazil for one year. From 2020, the CCR AutoBAn, CCR NovaDutra, CCR RodoAnel, CCR ViaOeste, ViaRio, CCR ViaLagos and CCR Barcas units will migrate from the captive energy market to the free market, allowing the purchase of energy with a guarantee of renewable origin. In CCR ViaSul, we will implement microgeneration photovoltaic plants in an area of 30 thousand square meters, allowing the supply with solar energy of equipment along the highway.

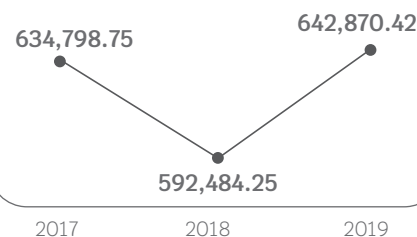
Last year, energy consumption from fuel combustion grew 8.5%, totaling 642,900 GJ. This variation occurred mainly because of the adoption of hybrid landing (with more intense circulation of diesel buses) and the supply of electric power to the aircraft on the ground, which demands diesel generators, by BH Airport.

In mobility assets, the full operation of ViaMobilidade and ViaQuatro led to an increase in fuel and electric power consumption

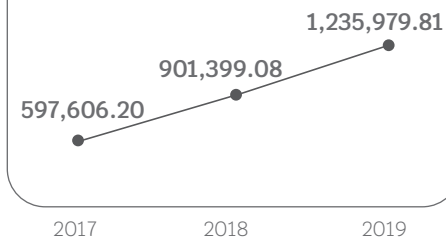
In urban mobility assets, the consumption of energy generated from fuels grew 14.2%, due to the full operation of ViaMobilidade and ViaQuatro, in São Paulo, the increase in maintenance with the operational fleet (road-rail truck, terberg and cars) at CCR Metro Bahia and the entry of a new vessel in the fleet of CCR Barcas. Fuel consumption on the highways did not show significant changes in 2019.

The full operation of the subways managed in São Paulo also had an impact on electricity consumption, which increased 37.1% over the previous year and reached 1.2 million GJ in the consolidated view. ViaMobilidade, which operates the line 5-Lilac of the subway in São Paulo, operated for the first full year. ViaQuatro, in turn, expanded the extension covered throughout the period with the inauguration, in 2018, of the São Paulo - Morumbi station. Considering only the urban mobility modal, the increase was 53.5% in the annual comparison.

Energy generated from the fuel consumption of the CCR Group (GJ)



Acquired electric power consumption (GJ)



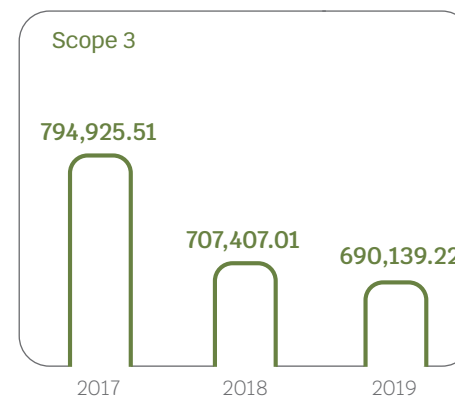
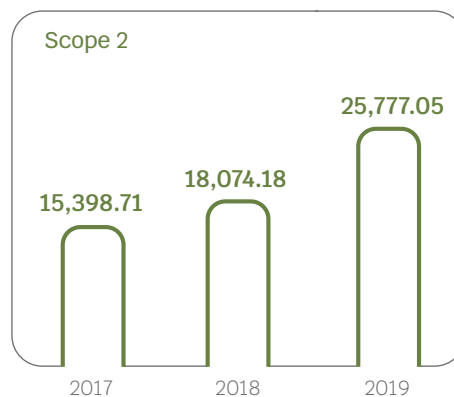
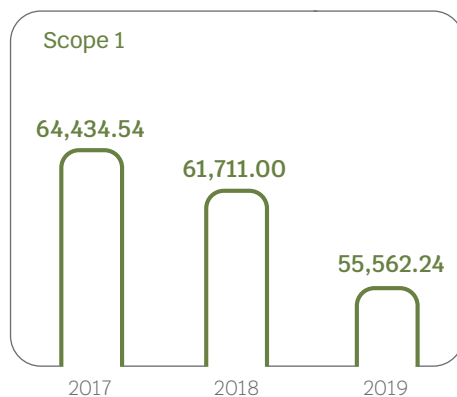
At BH Airport, consumption increased by 8.7% because of the more precise management of the energy reimbursement (since part of the energy in the airport bill is passed on to the commercial establishments located at the unit). On the roads, the reduction in electricity consumption was 16.6%, reflecting initiatives in several units to raise employee awareness and optimize the use of rooms and air conditioning equipment.

Direct GHG emissions (scope 1) in 2019, by contrast, were lower in the annual comparison. This result is a reflection of the decrease in the volume of road works, which reduced the need for vegetal suppression and, therefore, the impact related to land use change.

Indirect energy GHG emissions (scope 2) have increased as a result of the expansion of urban mobility asset operations. In scope 3, which highlights the carbon footprint of activities in the value chain, 90% of emissions occur at BH Airport, mainly due to fuel consumption in aircraft taking off and landing at the airport. The result obtained in 2019 was slightly lower than the previous year in the consolidated view.



#### CCR Group GHG Emissions (tCO<sub>2</sub>e)\*



\*Includes CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFC, PFC, SF<sub>6</sub> and NF<sub>3</sub> gases, reported in CO<sub>2</sub> equivalent according to the Brazilian GHG Protocol Program guidelines. This information is preliminary. The final and audited version of the GHG emissions inventory of the CCR Group will be available at [www.registropublicodeemissoes.com.br/participantes/1956](http://www.registropublicodeemissoes.com.br/participantes/1956).

## Water and effluent

Our water consumption is mainly directed to the maintenance and washing activities of equipment, trains and vehicles and facilities and to the supply of building facilities. Most of the water resources are supplied by municipal supply systems, and the disposal of the used volume occurs in a correct way, in the sewage collection networks.

In the consolidated view, the water consumption of our units increased 2.4% in 2019. Demand for water increased mainly in road operations and at BH Airport. More than 70% of the water consumed is supplied by the local sanitation networks and only in the highways and ViaQuatro there is direct collection in relevant volumes. Our operations, therefore, do not generate significant impacts on water sources. Even so, in a continuous search for efficiency, the units promote awareness campaigns and adopt measures to avoid waste.

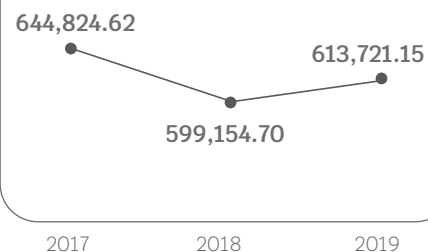
To improve our performance, we encourage our units to adopt rationalization and water efficiency measures. Three units have mechanisms for water reuse. At CCR Metro Bahia, an automatic washer treats and reuses the water used to clean the trains. Acquired in 2018, it was used throughout 2019, which increased the reused volume by 79.8%, reaching 10.1 thousand cubic meters. On the highways, CCR AutoBAN and CCR ViaOeste have reuse mechanisms, which allowed the reuse of 545.1 cubic meters in the year. In the consolidated view, the volume reused by these units totaled 10,665.64 cubic meters and was equivalent to 1.74% of all water consumed in the period.

Train washing equipment installed at CCR Metro Bahia raised the volume of reused water to 79.8%

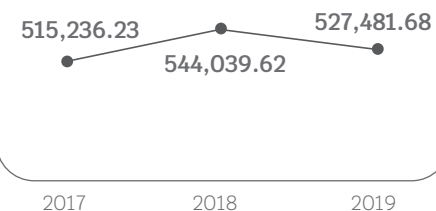


In 2019, water disposal totaled 527,500 cubic meters of effluent, a volume 3.1% lower than the previous year. This reduction was provided by various actions in the different modal concessions. On the highways, there was a 2% decrease, while urban mobility assets reduced disposal by 2.2%. The biggest drop (4.8%) occurred at BH Airport.

CCR Group water consumption (m³)



CCR Group effluent discharge (m³)



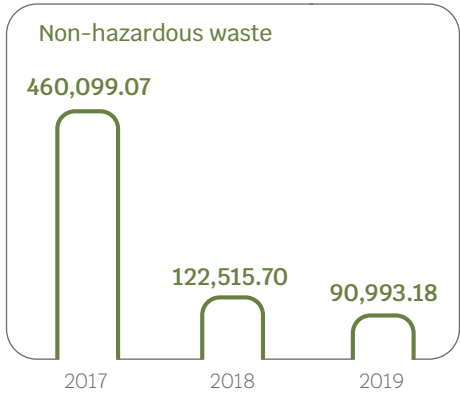
Waste

Another environmental impact of our activities that we evaluate is the generation and disposal of waste. In 2019, we disposed of 91,000 tons of non-hazardous waste, a 25.7% reduction in the annual comparison. This performance was driven by the lower number of road works, which led to an 83% reduction in the volume generated in this modal.

On the other hand, the full operation of Via Mobilidade throughout the year raised the generation in urban mobility by more than 10 times, increasing the representativeness of these operations over the total generated from 5% to 77%. In relation to hazardous waste, the total volume discarded during the year was 883 tons, compared to 924 tons in 2018 (a 4.4% reduction). All waste is transported by duly licensed suppliers, with documentary verification by the units.



CCR Group Waste Disposal (t)



The CCR Group’s premise in waste management is to improve the reuse of materials in other production chains



## Social and relationship capital

The interaction and dialogue with the communities of the municipalities served by our concessions are important factors in building a positive reputation for our company. The company's approval of our services and the way we conduct operations contributes to the dialogue with public authorities and a better understanding of the investments we make through the receipt of toll fees and public transportation.

To enhance the positive aspects of this relationship, we created the CCR Institute five years ago, a non-profit institution operating independently of our business units. Its main objective is, through the organization of incentive laws and application of the company's own resources, to promote the realization of social projects focusing on the areas of health, education and social inclusion, working sustainability transversally with innovation and environmental protection projects.

This operating model, carried out in accordance with statutory rules and policies approved by the Board of Directors and in compliance with legislation, allows centralized management of resources made available by the concessionaires for private social investment. The amount made possible each year meets the requirements of the Culture Incentive Law, the Sports Incentive Law and the Child, Adolescent and Elderly Support Funds.

**152 municipalities**  
benefited by the  
initiatives

**R\$ 16 million**  
managed by the  
CCR Institute

**1.2 million  
participants**  
in the  
sponsored actions

**50 projects**  
executed

**12 awards**  
received

Among the projects carried out, "Caminhos para a Cidadania" and "Estrada para a Saúde" stand out. The first is aimed at training teachers and training students in the public school network, focusing on road safety and promoting citizenship. The second is aimed at truck drivers on the roads administered by the company, providing various services to improve their health and quality of life, reinforcing the importance of traffic safety, respect for legislation and combating the sexual exploitation of children and adolescents on the roads.

The CCR Institute also promotes the engagement of our employees in social actions, through voluntary initiatives and support to social support institutions. The campaigns carried out throughout the year are connected to themes such as cancer prevention and combat, donation of clothes in winter and toys for children in need at Christmas, among other examples.

In 2019, the CCR Institute began a restructuring in its governance and revision of the premises of donations and sponsorships, aiming at the continuous improvement of processes and traceability and transparency in the use of the company's social investment. Our plan is to structure an investment strategy that, supported by the valorization of culture and education, is even more connected to our purpose of satisfying our clients and improving the quality of the service we provide.

In 2019, the sponsored actions made it possible to carry out 50 projects that benefited the population of 152 municipalities. The initiatives impacted around 1.2 million people, of which 216.2 thousand through proprietary programs ("Caminhos para a Cidadania" and "Estrada para a Saúde"), 771.9 thousand through projects supported by the incentive law and 245.3 thousand through campaigns conducted by the CCR Institute. Among the highlights of the year were the launch of the Distance Learning Platform (EaD) of "Caminhos para a Cidadania" and the record number of participants in the 4th Edict of the CCR Institute for Cultural Projects: more than 700 initiatives participated, with 17 selected.

#### Social investment of the CCR Group (R\$ thousand)\*

Direct	2,764**
Incentive	13,855

<b>TOTAL</b>	<b>16,619</b>
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\*Data do not consider investments via ViaQuatro and ViaMobilidade incentive law.  
\*\*In assurance process.



In 2019, the  
CCR Institute  
completed five  
years of operation



To  
learn  
more

Click here to access the CCR Institute website and learn more about the projects developed.



## Financial capital

The conquest of new business, the diversification of the portfolio and the growth of revenues in the concessions are determinant so that we can continue the investments that improve the mobility infrastructure directed to the clients. The generation of financial value and the ability to raise funds in the market underpin the company's performance model, enabling the continuity of operations in the long term.

The conquest and entry into operation of new concessions is a lever for the growth of operating revenues. In 2019, we expanded our operations in highways and urban mobility assets (learn more in disclosure item 102-10, on page 69).

The efficient management of investments and the control of operating costs led to an adjusted EBITDA of R\$ 5.8 billion last year, with a margin of 61%. Total revenues were R\$ 9.5 billion (excluding construction revenues), representing an increase of 16.7% over the previous year. This result demonstrates the resumption of the company's capacity to generate cash and maintain its financial strength in the face of a scenario of low economic growth in the country.

Net income in 2019 was R\$ 1.4 billion, an increase of 83.7% compared to the previous period. This evolution also evidences the success of the strategy of managing assets with more agility and competitiveness, a model provided by the formation of the business divisions supported by the Shared Services and Competences Center (SSCC).

**16.7% increase**  
in consolidated  
net revenue\*

**83.7% growth**  
in net income

**42.2% growth**  
in adjusted  
EBITDA\*\*

**R\$ 1.5 billion** in  
dividends paid to our  
shareholders

In our business model, the economic and financial results are directly impacted by the country's economic activity. With the low GDP growth in recent years, Brazil has not yet managed to resume a pace of industrial activity growth or significantly reduce the share of the unemployed or informally employed population. This scenario impacts on the reduction of the flow of vehicles on roads and passengers at airports and urban mobility systems.

The national government has been looking for alternatives to restructure public accounts and boost economic activity. Partnership with the private sector is seen as one of the priorities for the resumption of investments in infrastructure, a driver for other productive sectors. For this reason, strengthening our management model was essential so that we could take advantage of the opportunities and broaden the positive impact we generated with the concessions we manage.

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

**To learn more**

**Click here** to access the CCR Group's financial results disclosure and learn more about our performance in the year.