



**Brasil TecPar**

**2021** ANNUAL REPORT



**Brasil  
TecPar**

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Brasil Tecpar internal archives

This annual report of Brasil TecPar refers to the period from 01/01/2021 to 12/31/2021.

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## A WORD FROM OUR PRESIDENT

# 2021 WAS AN INCREDIBLE YEAR

When we ended 2020, we became a regional operation located exclusively in the state of Rio Grande do Sul (RS), with around 6,000 km of fiber optic road networks, around 200,000 homes passed, 100,000 active customers and 700 team members, reaching the leadership among the most competitive independent telecom operator in Rio Grande do Sul state. We thank you all, and greatly celebrate these results. We thank you all and greatly celebrate these results.

2021 was incredible because we exceeded expectations for the company's growth, development, positioning and results in the national market.

We grew significantly and organically. Our engineering

continued designing and building new networks, our strategies and direct sales forces, face-to-face and Inside Sales, continued to attract new customers every day. Our retention and loyalty teams also generated great results, and all these efforts made us reach 12,000 km of fiber networks and more than 1,200,000 homes passed in 2021.

Our large numbers and national expansion came from the 14 operations acquired by Brasil TecPar during this year. We expanded our horizons, conquered operations and established a presence in 5 other Brazilian states (SC, SP, RJ, MS and MT).

We have been granted important certifications: ISO 27001, "Information Management and Security",



MANRS, "Network Routing Management and Security", and GPTW "Great Place to Work" ranking the company and its subsidiaries as an excellent place to work, learn and grow. Always focused on the customer and with the clear MISSION of, "simplifying life with technology and connectivity", we were able to complete the implementation of the best and most robust systems for managing people, financial, fiscal, accounting, purchasing and materials processes, and thus we greatly improve the quality of our services delivery and the satisfaction of our customers.

2021 was also marked by the institutional evolution of Brasil TecPar with large financial and telecommunications groups, increasing visibility, taking the company's confidence and credibility to another level.

Next, our leaders, "TecFriends" describe how these results were built.

A warm hug to all and, so far, congratulations and thank you very much!

Enjoy your reading!



Gustavo Stock  
CEO

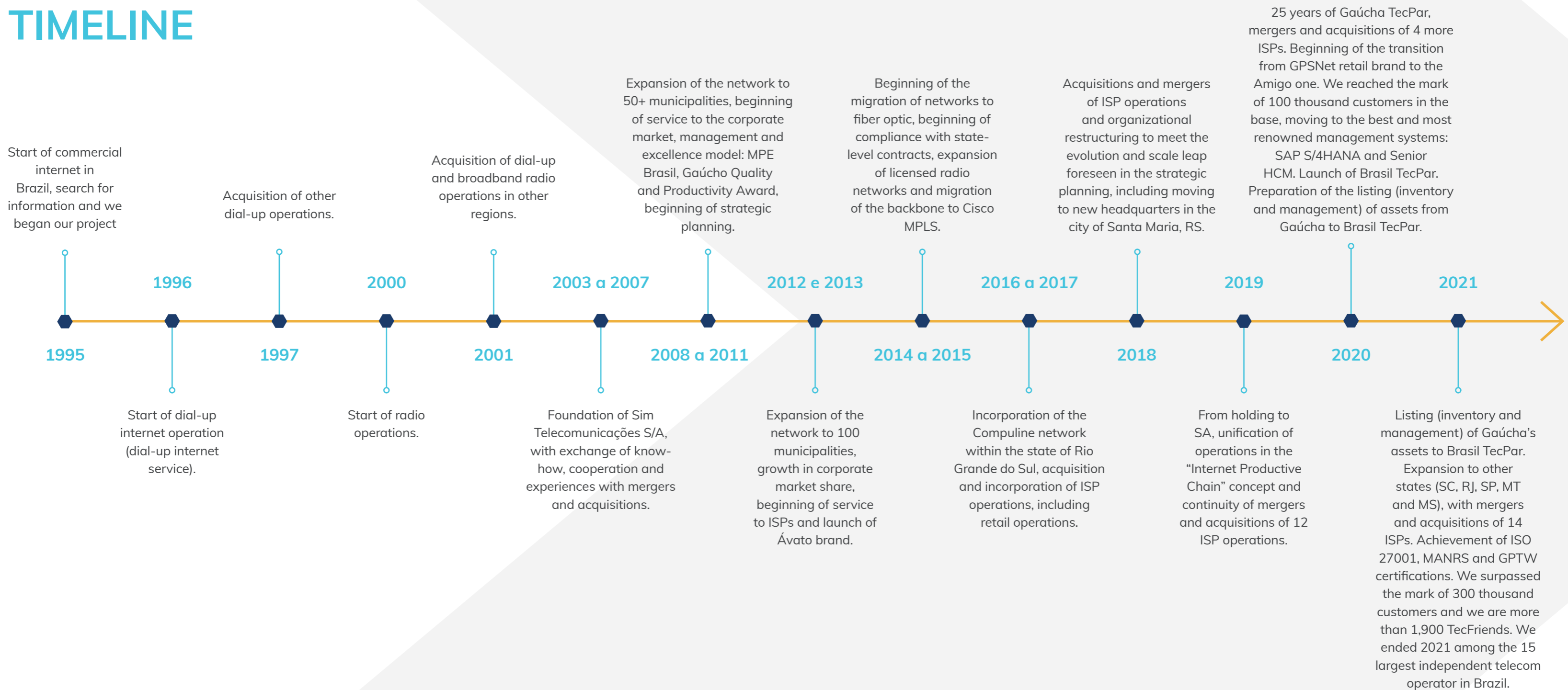


## Our Brasil TecPar

- History
- 2021 History Timeline
- Internet Productive Chain
- Philosophy
- Societal Structure



# TIMELINE





# 2021 HISTORY TIMELINE

## 1<sup>ST</sup> QUARTER

- Incorporation of the HD Turbo Net operation, in Cacequi/RS;
- We arrived in Santa Catarina through the incorporation of the Neogrid Data Center operation, with ISO 27001 certification, in the city of Joinville;
- Incorporation of the Nexus and A Plateia operations, both in Santana do Livramento/RS.

## 2<sup>ND</sup> QUARTER

- Incorporation of the Viex operation, in Santana do Livramento/RS;
- We arrived in Rio de Janeiro through the incorporation of the IntNet operation, in Araruama;
- GPTW - Great Place to Work certification;
- Profit sharing;
- We are all TecFriends.

## 3<sup>RD</sup> QUARTER

- Maintenance audit of the ISO 27001 international standard certification at Ávato Data Center in the city of Joinville - SC;
- Incorporation of the São Pedro Net operation, in São Pedro do Sul/RS;
- We arrived in São Paulo through the incorporation of the Netsun operation, in Mogi das Cruzes;
- We expanded our presence We expanded our presence in Rio de Janeiro, through incorporation of the Speedbol operation, in Iguaba; Incorporation of the FLY/LVT operation, in Taquara/RS;
- We arrived in Mato Grosso through the incorporation of Primatec operations, in Primavera do Leste, EVO Networks, in Sinop, and TW, in Rondonópolis.

## 4<sup>TH</sup> QUARTER

- We arrived in Mato Grosso do Sul through the incorporation of TJ operation, in Coxim;
- Certified and official MANRS participant;
- Go-Live Google Workspace.



# INTERNET PRODUCTIVE CHAIN

Just 30 years ago, in the early days of the Communication Era, globalization did not yet exist and data transmission was done in an analog form (printed or spoken). The commercial internet in Brazil started in mid-1995 and still represents a very recent business area, lacking structure and organization.

The founders, main Directors and Board Members of Brasil TecPar are pioneering entrepreneurs in the “internet provider” sector. On this journey, they started their activities 25 years ago with “garage Companies”, empirically speaking, meeting the demands of the technology market, and evolved with this new business, with companies in the communications, telecommunications, content distribution, technology and connectivity sectors.

During this evolution of the market and companies in this sector, 3 major movements stand out: Discovery, Development and Consolidation. Currently, the market consolidation phase is taking place, when companies in the sector must show themselves as mature and prepared before a consumer public that, in addition to being larger, is more aware and demanding.

Understanding the need for operations to evolve to meet the needs of this market, both with quality and on a new scale, we idealized the concept of the Internet Productive Chain. It was presented for the first time in a meeting with regional providers, held in parallel to ABRINT 2019, in São Paulo, and since then it has been applied to the Company.

We understand that the four pillars that constitute the Internet Productive Chain generate the conditions to elevate the Company to the level of “consolidating platform” of the ISP -Internet Service Providers market. Before being incorporated, operations and providers

are submitted to these pillars, aiming at adaptation and standardization. The application of the Internet Productive Chain consists of the development of market verticals by segmenting the various activities and services offered by internet providers, separating them into blocks. Thus, it is possible to analyze and review the existing processes in each one of them individually, as if they were different business units. In our model, we present each of these segments or links in the production chain as a different department or company, which can be owned or outsourced. We are based on the Brasil TecPar holding, which is managed by a Board of Directors and an Executive Board, which direct and provide guidelines

for the chain and for the organizational structure of the Company as a whole.

Soon after (see model drawing), we have a block called “System” - Integrated Management System - composed of various software and technological resources that control and record all operations and processes.

The set of these processes is represented, as follows, in large blocks: Management; inputs; financial; Human Resources; activation of services; service, support and maintenance; engineering, infrastructure and swap, as well as technology committees.

## THE 4 PILLARS OF THE PRODUCTIVE CHAIN

### IMPROVEMENT OF OPERATIONAL EFFICIENCY

agility, economy, systems and results.

### PROMOTION OF COMPLIANCE,

in the administrative, accounting, technical, operational, business model and risk management areas.

### ENABLE SCALABILITY

business plan, expansion and leverage.

### CORPORATE GOVERNANCE CONSOLIDATION

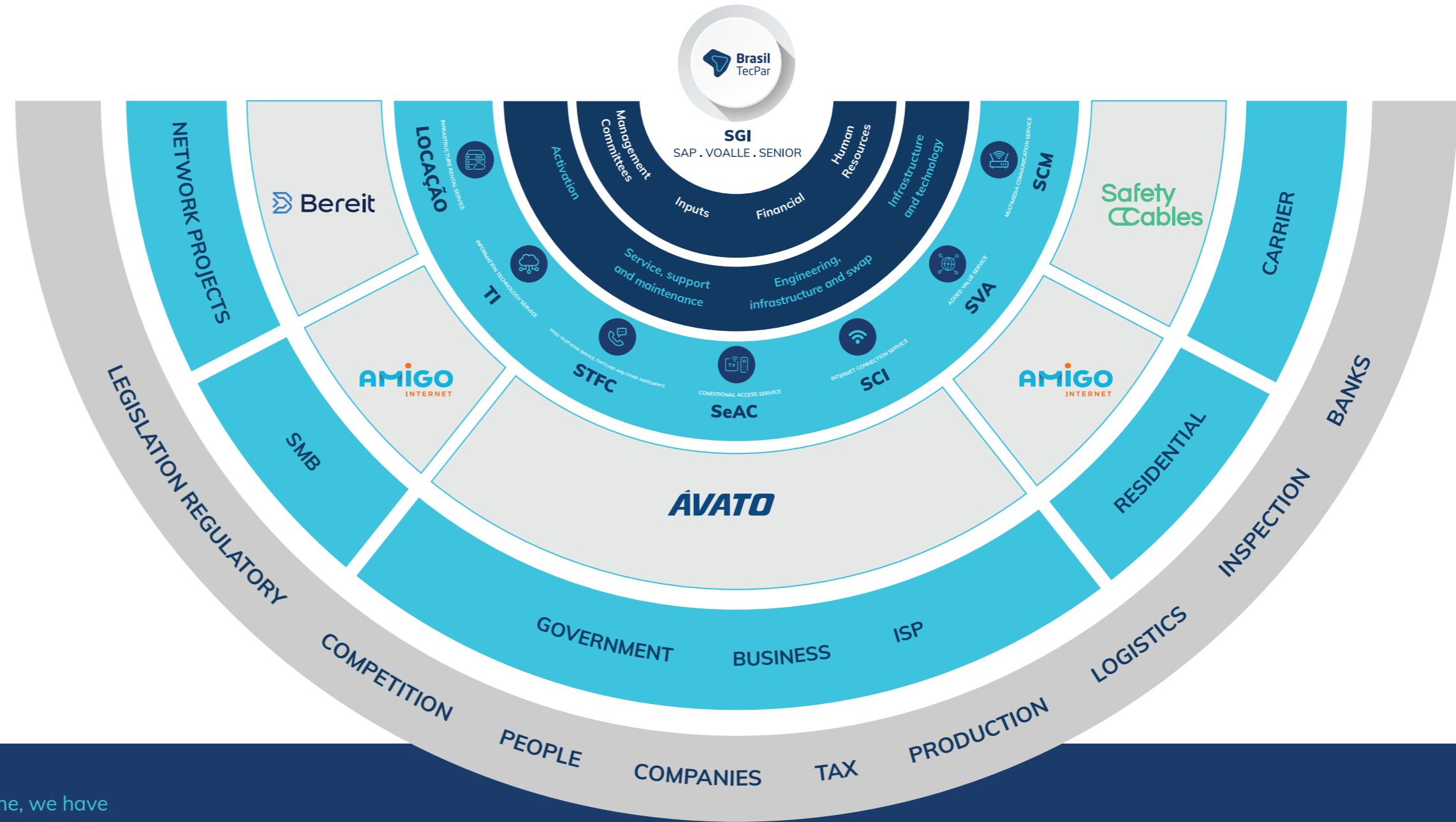
direction, organizational structure, and discipline.

The next lines of the Internet Productive Chain model present the services provided by the various companies and brands of the Company, further segmented by their markets of operation: Infrastructure Leasing, Information Technology; STFC - Switched Fixed Telephone Service; SeAC - Conditional Access service (content and TV channels); SCI - Internet Communication service (broadband); VAS - Added Value service (e-mail, antivirus, firewall, streaming, access to online service portals); and, SCM -Multimedia Communication service (telecommunications, data traffic through various means).

In this list it is understood that the service provided by the Company is not restricted to “access to the internet” but extends to a set of services of different natures to meet the demands and expectations of different markets, subject to specific regulations and taxation. Therefore, they must be segmented, however, interlinked and interconnected, depending on each other, to be delivered to the customer or end user in a competitive and differentiated way, often as a “combo”.

Summing up the concept of the Internet Productive Chain, on the outermost line, we have a set of Stakeholders, each with their own demands and expectations: labor, regulatory, fiscal, tax, governmental, marketing, corporate, financial and economic related.

All these items are links in the chain that execute their individual processes, in their time, fitted and adapted to each other, allowing the delivery of quality technology and connectivity services, according to the needs of each market or consumer and meeting the expectations of Interested Parties.



# PHILOSOPHY

## MISSION

Simplify life with technology and connectivity

## VISION

by 2023, provide 1 million services with excellence, on the best consolidation platform in the national market.

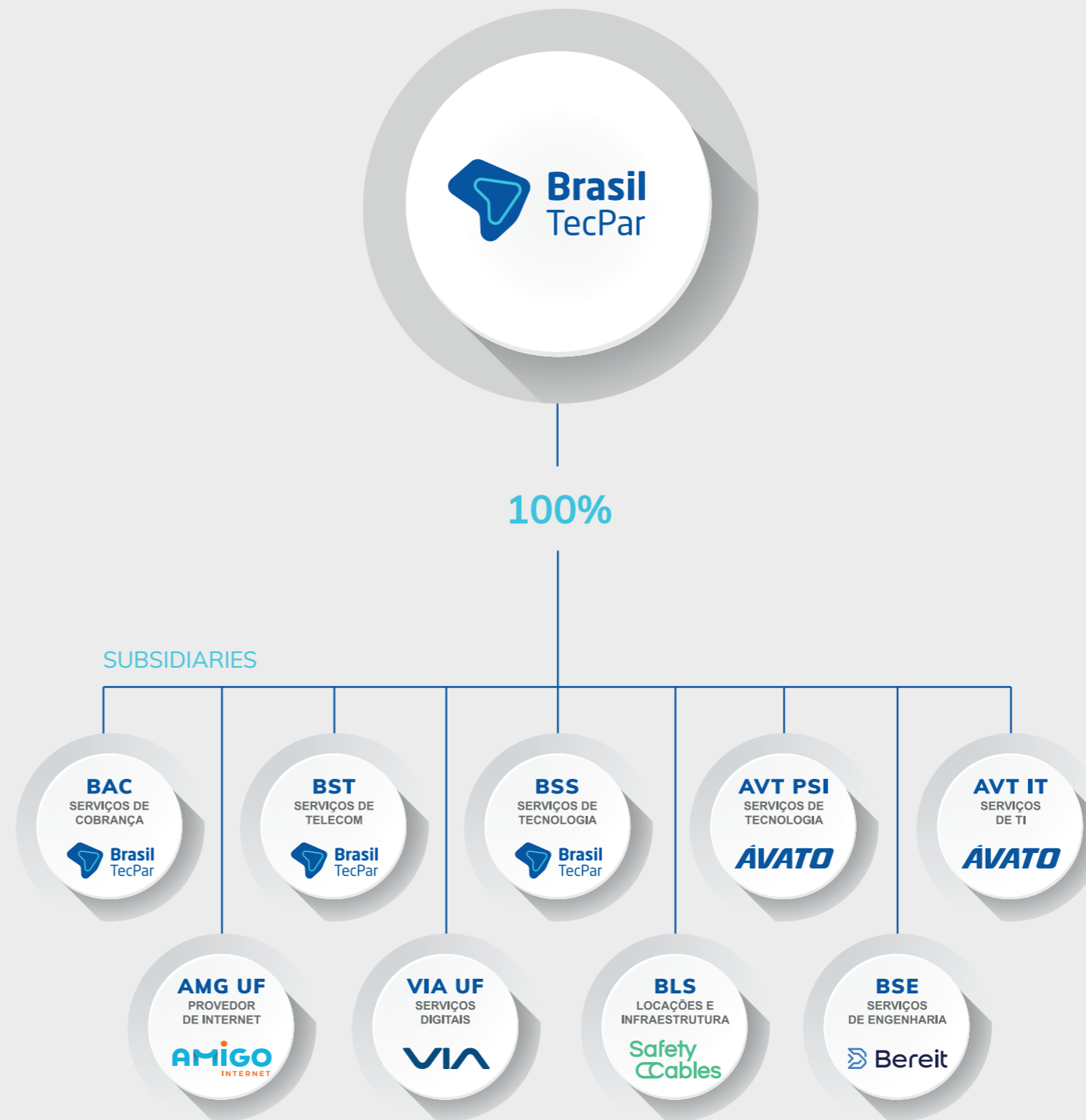
## VALUES

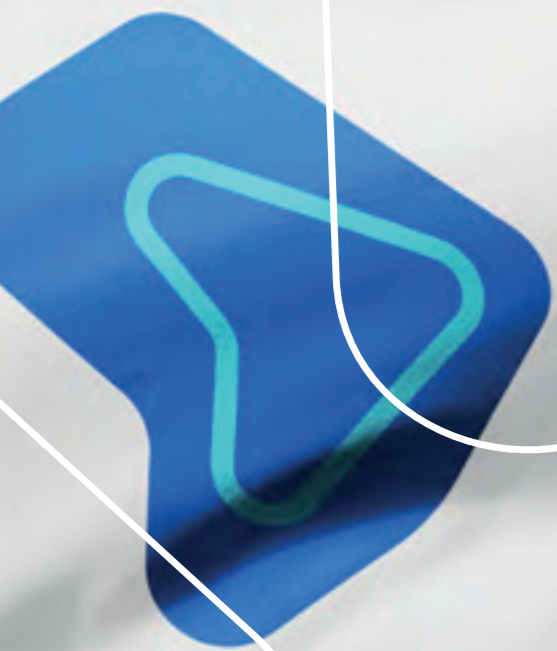
Transparency  
Compliance  
Determination  
Sustainability  
Relationship

## VOCATION

Productive chain of connectivity, IT, cloud and internet services.

# SOCIETAL STRUCTURE





**Brasil  
TecPar**

## CORPORATE GOVERNANCE

- Corporate Governance Principles
- Pillars of Corporate Governance
- Governance Structure
- Company Management
- Operational Organization Chart
- General Meeting
- Board of Directors
- Corporate Governance Department
- Executive Board
- Leadership



# CORPORATE GOVERNANCE PRINCIPLES



## Transparency

It represents more than the “obligation to inform” as we understand that open communication establishes the trust of shareholders and other agents towards the Company.

## Accountability

Regardless of the hierarchical level, everyone must account for their performance and be fully accountable for the actions they practice during the year regarding their mandates and functions.

## Corporate Responsibility

It means to ensure the organization’s safety and perpetuity, incorporating human, social and environmental values.

## Equity

It is equal treatment of everyone and for all of those involved in institutional, corporate and work relationships.

# PILLARS OF CORPORATE GOVERNANCE



## Bylaws

It is a document of incorporation and organizational structuring, which establishes the attributions and responsibilities regarding the Company's management.

## Shareholders Agreement

It is the document that establishes and regulates the rights, duties and forms of relationship between common shareholders, as well as between them and the Company.

## Company Regulations

They are formed by a set of norms, procedures and guidelines, with the purpose of defining and regulating established processes and policies.

## Internal Rules

It specifies and disciplines the functioning of the bodies that make up the Company's "governance structure".

## Strategic Plan

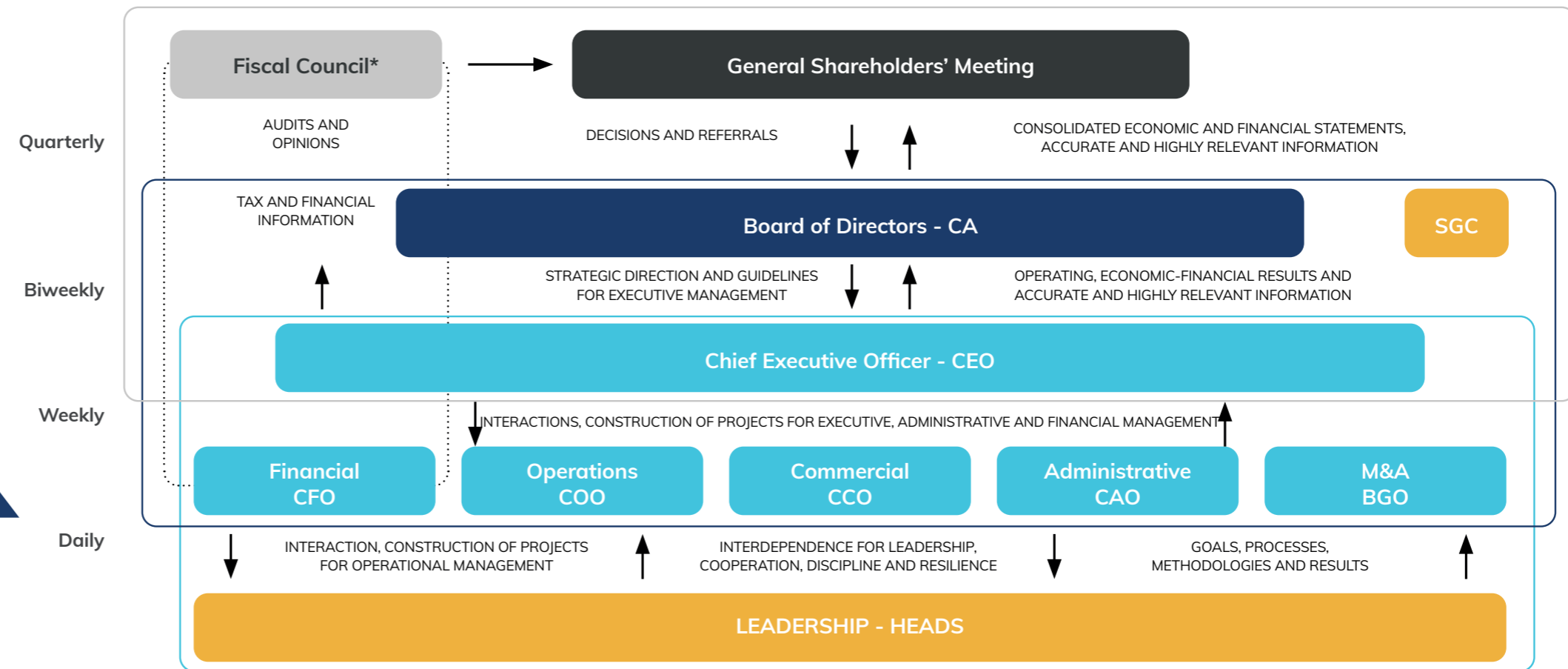
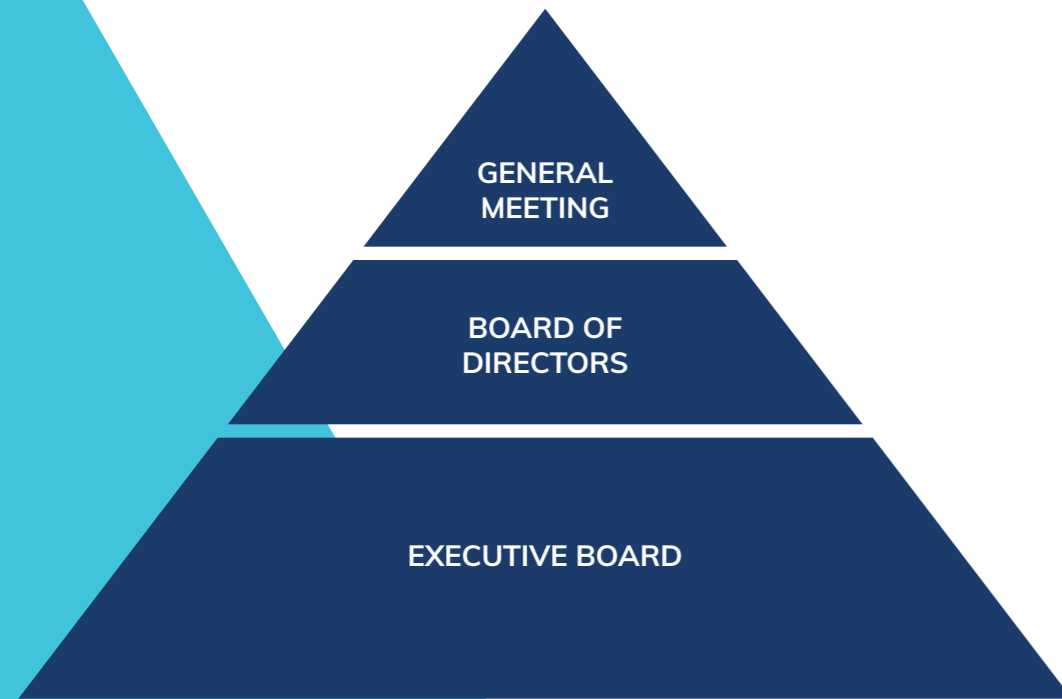
It guides and directs actions and goals towards our vision.

## Support

Code of Conduct, Fiscal Council and Committees.



# GOVERNANCE STRUCTURE



\* Not permanent

CA = Administrative Council  
SGC = Corporate Governance Department

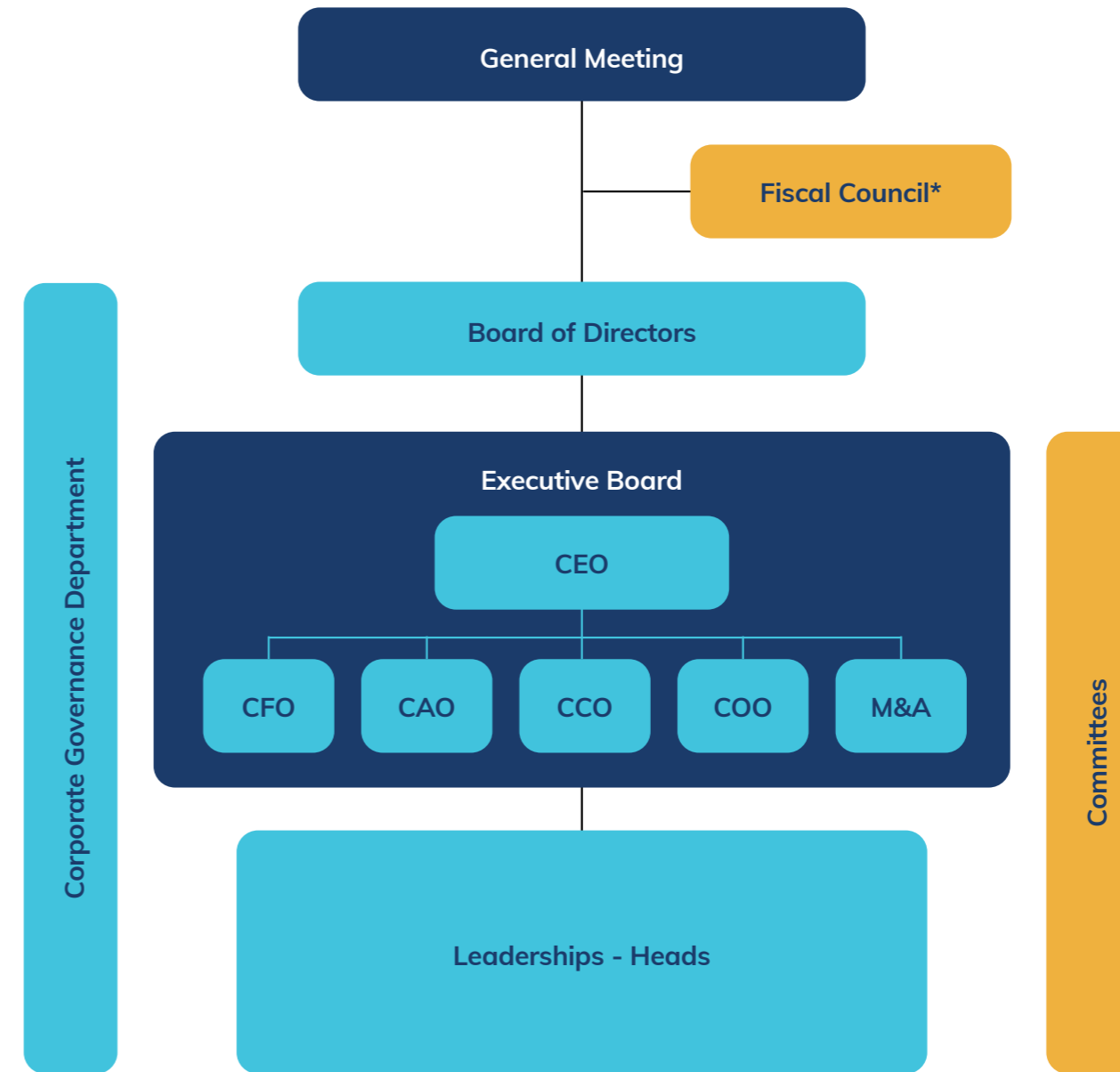
CEO = Chief Executive Officer  
COO = Chief Operating Officer  
CFO = Chief Financial Officer

CAO = Chief Administrative Officer  
CCO = Chief Commercial Officer  
M&A = Merger and Acquisitions

# COMPANY MANAGEMENT

Management is carried out through the **Board of Directors (CA)** and the **Executive Board (DEX)**, which are responsible for carrying out the strategic planning, investment plan and definition of the Company's policies. **It is complemented by the Leadership (Heads), which implement the plans and act specifically in each area of the organization**, supporting and managing the verticals market structured according to the concept of Internet Productive Supply Chain.

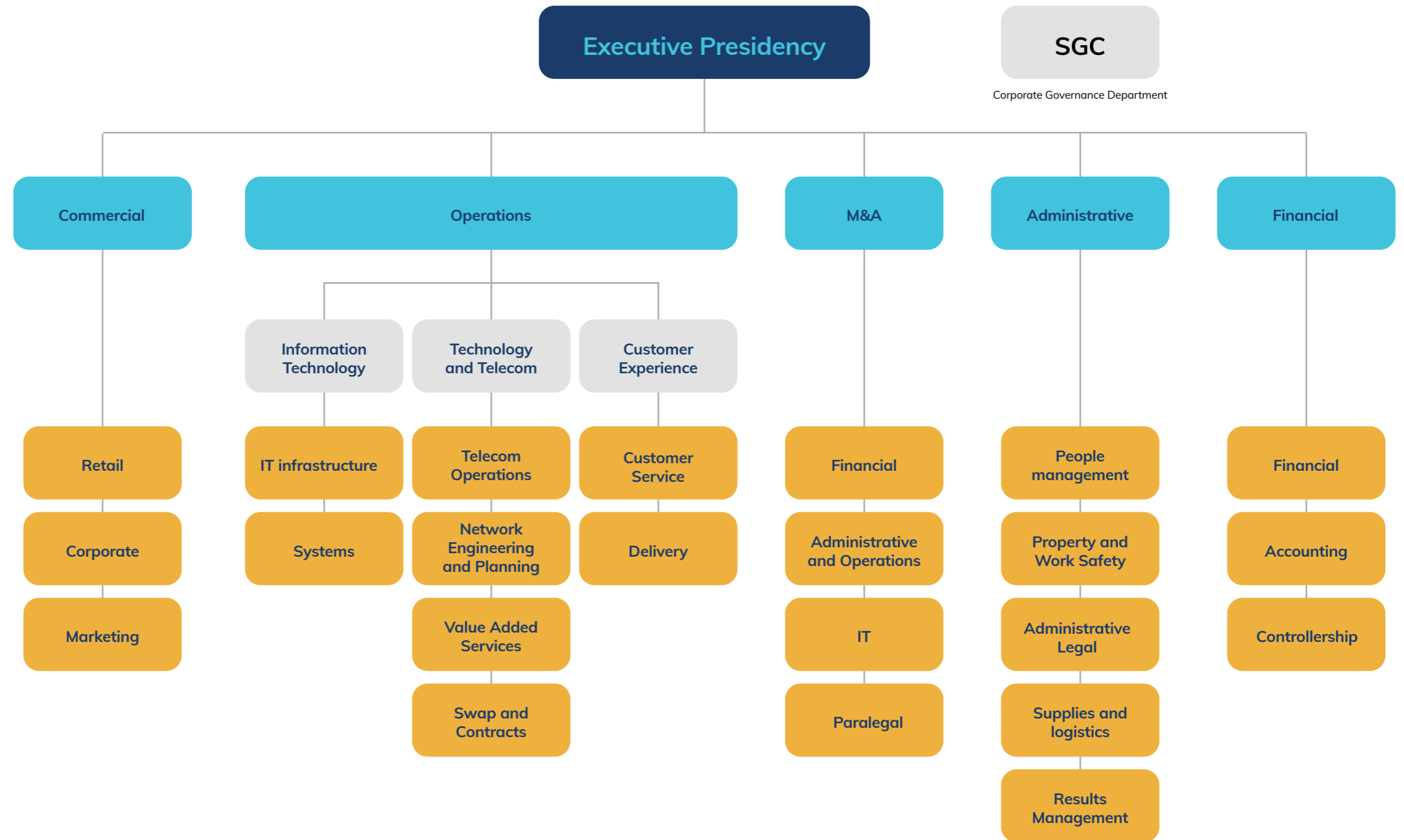
The other bodies, such as the Corporate Governance Department (SGC) and the Committees, operate as provided for in the Regulation and Internal Rules of Brasil TecPar



\*Not permanent

CEO = Chief Executive Officer  
 CFO = Chief Financial Officer  
 CAO = Chief Administrative Officer  
 CCO = Chief Commercial Officer  
 COO = Chief Operating Officer  
 M&A = Merger and Acquisitions

# OPERATIONAL ORGANIZATIONAL CHART





## GENERAL MEETING

Through the General Meeting, all matters of interest to the partners and the Company are resolved, such as: changes in the composition of the capital stock through the subscription of shares or the issuance of any other securities and values; merger and acquisition opportunities with other companies; approval of the financial statements; election of Board of Directors members; establishing the compensation of Management members, among others.

It is composed of common shareholders with voting rights and the summons complies with the provision set forth in the Bylaws.

# BOARD OF DIRECTORS



**Gustavo  
Pozzebon Stock**  
CHAIRMAN

**Alcyr  
Soares Cardoso**  
COUNSELOR

**Fábio  
Bonadiman**  
COUNSELOR

**Luiz Gonzaga  
Veras Mota**  
COUNSELOR

**Magnum  
Mello Foletto**  
COUNSELOR



## CORPORATE GOVERNANCE DEPARTMENT

### Melisse Chiesa

She is an economist with multidisciplinary experience in competition defense, market control, mergers and acquisitions, business and people management, and corporate governance, with further professional experience in France and Canada.

#### MISSION

Monitor compliance with and dissemination of corporate governance guidelines and good practices at all levels of the Company.





# EXECUTIVE BOARD



## CEO

CHIEF EXECUTIVE OFFICER

### Gustavo Pozzebon Stock

A born entrepreneur, he has been working in the internet market for more than two decades. In Rio Grande do Sul, he founded GPSNet, Ávato, Sim Telecom, Gaúcha TecPar and Brasil TecPar. He's the creator and enthusiast of the Internet Productive Chain model.

### MISSION OF THE BOARD

Strengthen organizational values, formulate strategies, seek the necessary means, mitigating risks in order to achieve the Company's vision.





## COO

### CHIEF OPERATING OFFICER

#### Magnum Mello Foletto

He has been as entrepreneur for over 20 years in the area of technology and connectivity services, in which he implemented mission-critical projects. Magnum was president of InternetSul, he is a member of the Internet Society and actively participates in the sector's initiatives. He has solid knowledge in project management, finance, computer architecture, software and telecommunications networks.

#### MISSION OF THE BOARD

It provides support for the implementation of the organization's strategies and plans, guiding technical, operational and technology resources to serve the market and customer areas.



## CCO

### CHIEF COMMERCIAL OFFICER

#### Flávio Augusto Peixoto Gomes

He's an IT and Telecom executive with over 30 years of experience. He managed teams throughout Brazil at leading companies such as Xerox, Embratel, Oi and Compass. Flávio was a counselor at Amcham Paraná, where he also chaired thematic committees. He holds a Bachelor's degree in Business Administration and an MBA from Fundação Dom Cabral.

#### MISSION OF THE BOARD

Provide support for the implementation of the organization's strategies and plans, guiding the market directors to achieve the established goals and increase market credibility.



## CFO

### CHIEF FINANCIAL OFFICER

#### Luciano Tasca Piazza

He graduated in Business Administration and specialized in Business Management at PUCRS, MBA in Corporate Finance from FGV, Master's in Applied Economics from UFRGS, Master's in Accounting from Unisinos, international postgraduate degree in Management and Leadership from IESE Business School. He holds other national specializations in FDC (PDD) and international ones at Hay Group. Financial market certifications, such as CPA-20 from ANBIMA and CNPI from CVM. Relevant executive experience in the companies RBS, Arezzo CO., NET, Banco Sicredi, ICH Administração Hoteleira, Holding Auxiliadora Predial, Pia Indústria de Alimentos & Varejo.

#### MISSION OF THE BOARD

Provide support for the realization of the organization's strategies and plans, monitoring and controlling the budget and financial resources.



## CAO

### CHIEF ADMINISTRATIVE OFFICER

#### Onir Trindade Figueredo

Bachelor of Laws, MBA in Human Resources and Marketing from UFSM, MBA in Business Management from FGV. More than 20 years of experience as a corporate executive.

#### MISSION OF THE BOARD

Provide support for the realization of the organization's strategies and plans, monitor and control resources to optimize and reduce the risks of the operation.



# LEADERSHIP



# OPERATIONS BOARD



## INFORMATION TECHNOLOGY

CIO - CHIEF INFORMATION OFFICER

**Gustavo Krowczuk Silva**

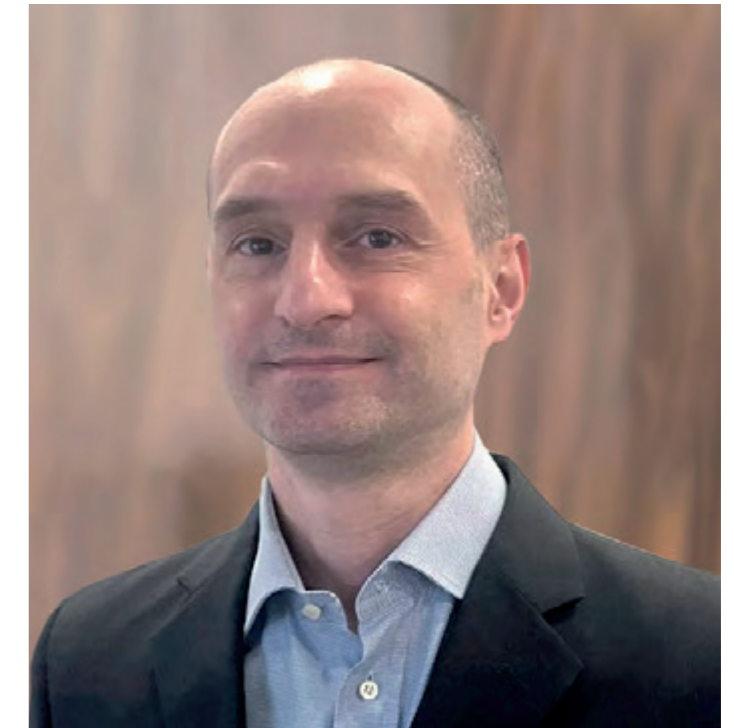


Graduated in IT Management and with an MBA in Project Management, this executive has 23 years of experience in companies in the technology, financial and industrial segments, having worked at Hewlett Packard, Souza Cruz/BAT, Getnet and Saque e Pague.

## TECHNOLOGY AND TELECOM

CTO - CHIEF TECHNOLOGY OFFICER

**Julio Cesar Vulherme Ferreira**



Electrical Engineer graduated from POLI-USP with a Master's degree in Telematics from UTFPR, having worked in large companies in the sector (in Brazil and USA) in more than 25 years of his career. In addition to Telecommunications, he has solid knowledge in project management, O&M, and management of multicultural teams.

# OPERATIONS BOARD



## SWAP AND CONTRACTS

HEAD

**Emerson Alexandre Fonseca Costa**



He graduated in Electrical Engineering from UFSC and in Law from PUCRS and holds a postgraduate degree in Telecommunications from UFPR. Alexandre has more than 20 years of experience in telecommunications and also working in the area of broadcasting, in companies such as Anatel, BR Digital and Grupo RBS.

## NETWORK ENGINEERING AND PLANNING

HEAD

**Narciso Aquino Flesch**



An engineer, graduated in Electronic Engineering at Feevale University. He has 22 years of experience in the telecommunications sector, having worked in multinational companies and small providers, always working in the areas of O&M and engineering.

## TELECOM OPERATIONS

HEAD

**Daniel Menezes**



He is an administrator, graduated from Faculdade Dom Alberto, in Santa Cruz do Sul/RS. Senior professional with international certifications, working for more than fifteen years in the technology area, leading teams, planning, evaluating and executing projects that require connectivity.

# OPERATIONS BOARD



## VALUE ADDED SERVICE

HEAD

**Heron Magoga**



A manager with more than 12 years of experience in the telecommunications area, working in fixed telephony, pay TV and streaming operations in the south of the country. He is an active participant in information security and ISO 27001 projects.

## SYSTEMS

HEAD

**Roberto Rosenfeld**



He graduated in Computer Science (UFRGS), with a postgraduate degree in Strategic Administration and Business Development (Universidad Iberoamericana - Ciudad de México) and an MBA in IT Management (FGV). Roberto has 17 years of experience in the area, working in companies such as Banco DLL and Portocred Financeira, where he led projects and development teams in Brazil and Latin America.

# OPERATIONS BOARD



## CUSTOMER EXPERIENCE

HEAD

**Andrea Biasuz F. Dillenburg**



Andrea has a degree in Computer Science and specialized knowledge in IT Project Management, having worked at Sicredi, Banrisul and Hewlett Packard.

## DELIVERY

HEAD

**Joel Bueno de Andrade Junior**



He graduated in Systems Analysis, has an MBA in Business Technology: Artificial Intelligence, Data Science, Big Data, with more than 20 years of experience in the corporate market, 15 of them at Brasil TecPar.

# ADMINISTRATIVE BOARD



## PEOPLE MANAGEMENT

HEAD

**Claudia Kessler**



She graduated in Business Administration (UFRGS), with a postgraduate degree in Business Management (Fundação Dom Cabral) and Dynamics of Groups (Sociedade Brasileira de Dinâmica dos Grupos), she also holds a degree in Organizational Executive Coaching (ICF). Claudia is a professional with more than 20 years of experience in People Management. She has worked in companies such as Kley Hertz, Sicredi, Produtiva and Grupo JMT.

## LEGAL / ADMINISTRATIVE

HEAD

**Marcos Loureiro**



He is a lawyer, has a postgraduate degree in Labor and Social Security Law from IESA and an MBA in Business Management from FGV.

For 10 years, he has been working in the legal area, with more than 7 years dedicated to the preventive corporate legal area.

## COMPANY'S ASSETS AND WORK SAFETY

HEAD

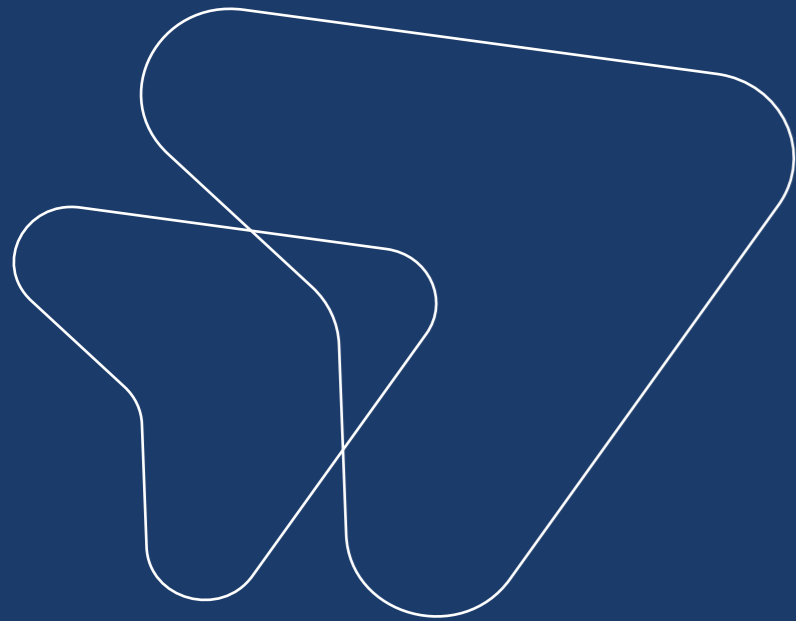
**Marcelo Dutra**



He is a manager with more than 20 years of experience in companies with national operations. Marcelo is an academic of Environmental Engineering.



# ADMINISTRATIVE BOARD



## SUPPLIES AND LOGISTICS

HEAD

**Juliano Tarragô Carpes**



Bacharel em Administração de Empresas, com especialização em Engenharia de Produção e Transportes pela UFRGS.

Experiência de mais de 25 anos em supply-chain, adquirida em empresas como AGCO do Brasil e Rio Grande Energia (RGE) e Grupos como a CPFL (Cia Paulista de Força e Luz) e Energisa.

## RESULTS MANAGEMENT

MANAGER

**Adriano Melgar**



He is a systems analyst with a postgraduate degree in Business Management and Planning, in addition to extension courses, such as BSC (FGV), Management for Results, GMR, GMD and Gren Belt (INDG/FSM), Market Intelligence (IIS), among others. More than 15 years of experience in Business Management. Focused on strategic decisions, policy changes, process reorganization, strategic planning and Business Intelligence solutions.

# COMMERCIAL BOARD



## CORPORATE MARKET

HEAD

**Flávio Augusto Peixoto Gomes**



He is an IT and Telecom executive with over 30 years of experience. He managed teams throughout Brazil at leading companies such as Xerox, Embratel, Oi and Compass. He was a counselor at Amcham Paraná, where he also chaired thematic committees. He holds a Bachelor's degree in Business Administration and an MBA from Fundação Dom Cabral.

## RETAIL MARKET

HEAD

**Névio Stefainski**



He is an administrator, with a postgraduate degree in Controllershship, currently studying for his MBA in Commercial Management at FGV. He has 10 years of professional experience in leadership positions in an education company (Unisc), in the communications area (Grupo Gazeta) and 15 years as an executive in ISPs, Viavale Internet and Bitcom Internet.

## MARKETING

HEAD

**Daniel Thimmig Rostirola**



He graduated in Electrical and Computer Engineering from PUCRS and holds a postgraduate degree in Business Finance from FGV-RS.

Daniel has more than 20 years of experience in the Marketing area with an emphasis on the technology sector, leading teams in companies such as Dell, Positivo, Sicredi and Harman.

# FINANCIAL BOARD



## FINANCE DEPARTMENT

MANAGER

**Frederico Franke**



An accountant with more than 25 years of experience developed in the careers of external and internal audit, financial management and project management. He has a postgraduate degree in Financial Administration from Unisinos, MBA in Process Management from ESPM, Porto Alegre, specialization in Audit and Assurance from UFRGS and an MBA in Capital Markets from APIMEC (Associação dos Profissionais de Mercado de Capitais).

## ACCOUNTING

HEAD

**Ester Salvador da Fonseca**



She relies on more than 25 years of experience in the area, holds a degree in Accounting from UFRGS, Law from PUCRS and a postgraduate degree in Tax Planning. Previously, she worked in companies such as Kley Hertz S/A Indústria Farmacêutica, Studio Fiscal, Digitel S/A. Ind. eletrônica.

## CONTROLLERSHIP

HEAD

**Sérgio Guerra**



With more than 20 years of experience in the area, he holds a degree in Economic Sciences from Centro Universitário Moura Lacerda and an MBA in Controllership, Auditing and Finance from FGV. He worked in companies such as Stara SA, IBM, Bearing Point, performing activities related to the Controllership and Technology Area in the largest global companies in various segments, such as Vale, J&J, Grupo Fischer.

## M&A

BRASIL GESTORA  
DE OPERAÇÕES S/A - BGO



### FINANCE DEPARTMENT

HEAD

**Daniel Dorneles**



Business Administrator, with an MBA in Business Management by FGV, specialization in Compliance and Tax Management from Uniritter and an MBA in Innovation and Management 3.0 from PUC. He has 20 years of experience in the financial and operations area, with professional expertise in companies such as Ambev, Auxiliadora Predial and Unimed POA.

### ADMINISTRATIVE / OPERATIONS AREAS

HEAD

**Renato Bianchin**



Business Administrator, with an MBA in Management, Entrepreneurship and Marketing, a postgraduate degree in Corporate Finance, M&A and Equity, both degrees from PUCRS. Renato has been working, for 14 years, in the Internet access providers market, with extensive experience in the Management and Operations Area.

## M&A

BRASIL GESTORA  
DE OPERAÇÕES S/A - BGO



### IT

HEAD

**Cristiano Zilio**



20 years of experience in internet providers (ISPs) market, working in the areas of telecom and technology. Currently leading the migration of systems of M&A operations for Brasil TecPar's Internet Productive Chain, having carried out the migration of 9 operations in the last year.

### PARALEGAL

HEAD

**Adalberto Schiehl**



The founder of Viavale Internet, of Sim Telecom S/A, former president and current director of InternetSul. He has 30 years of experience in the formation and management of national and international companies and businesses. Adalberto graduated in Computer Sciences and Administration, holds a postgraduated degree in Business Management and International Trade at the International Trade Center - ITC.



## BRANDS AND MARKETS












- Our Brands
- Ads and Campaigns
- Map of Activity and Presence
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- Ávato Portfolio
- Safety Cables Portfolio
- Bereit Portfolio
- Mergers and Acquisitions



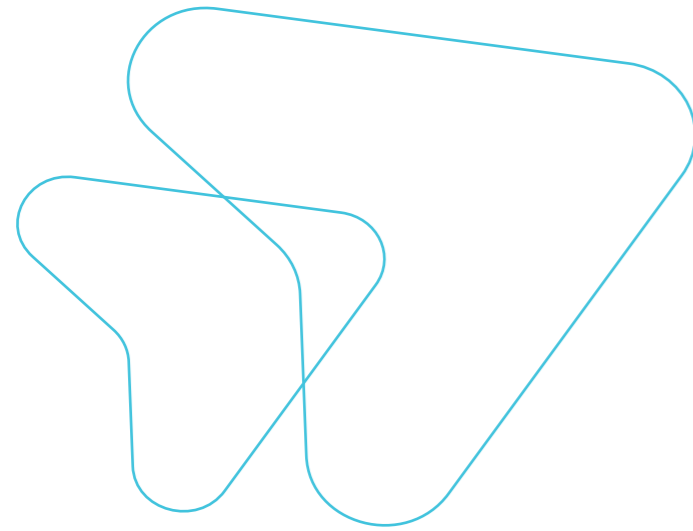


## BRANDS AND MARKETS

According to data from Anatel, in 2021, the subsidiaries of Brasil TecPar maintained the leadership among the Independent Telecom Operator in Rio Grande do Sul, reaching the **11th position in Brazil**.

Ranking	Company	Access Points (1)	% do Total
1°	 Claro	9.7 M	24,3%
2°	 vivo	6.3 M	15,8%
3°	 oi	5.2 M	13,0%
4°	 brisanet	825 k	2,1%
5°	 Algar	745 k	1,9%
6°	 TIM	690 k	1,7%
7°	 aloha fibra <small>a onda que nasceu na sua praia</small>	670 k	1,7%
8°	 DESKTOP	470 k	1,2%
9°	 unifique	468 k	1,2%
10°	 america-net	370 k	0,9%
<b>11°</b>	 <b>Brasil TecPar</b>	<b>300 k <sup>(2)</sup></b>	<b>0,7%</b>

(1) Number of fiber optic accesses  
(2) with acquisitions made in 2021.



## OUR BRANDS



# Brasil TecPar

B2C

**AMIGO** VIVA CONEXÕES REAIS

Home and SMB (Small and Medium Business)

B2B

**ÁVATO**

SMB, Corporate, Governments and ISP'S Market.

Safety Cables Expanda suas conexões.

Business platform between telecommunications companies.

 **Bereit**

Consulting and projects in telecommunications engineering.





## ADS AND CAMPAIGNS

sejaamigo.com.br/200mega

Se for para escolher entre ter  
muuuuita internet ou suporte local,  
escolha os dois.

Vem ser Amigo!

**200**  
**MEGA**  
R\$ **99**<sup>90</sup>  
/mês



Suporte  
Local



100%  
fibra



Amizade



Wi-Fi  
GRÁTIS



**UM SUPER DESCONTÃO**  
QUE TE DÁ OPORTUNIDADE  
DE CONCORRER A MAIS DE R\$ 40MIL EM PRÊMIOS



Brasil TecPar



Há 26 anos nascemos  
para simplificar a vida  
de pessoas e empresas com  
tecnologia e conectividade.

AMIGO AVATO Safety CCables Bereit VIA



We are present in the most varied communication channels, maintaining proximity to customers through intelligent and innovative ads and campaigns.

**10 MILLION+**

views of our ads.

**200.000 +** VISITORS ON OUR PAGES

**15.000 +** LEADS



**“Amigo Colaborador” (Amigo Team Member) Campaign:**

Action developed in synergy with the Retail team, taking advantage of Ávato’s relationship with the customer, to extend domestic offers to the team members of these companies. We have already closed the first contracts and the perspective is to reach 100 new contracts in the first 3 months of the campaign.

**Ávato’s social networks:**

We generate more than 3 million impressions, resulting in direct interaction with over 1 million customers.

**“Sorte é ter Amigo” (You’re lucky to have Amigo) Campaign:**

In conjunction with the retail sales team, with a prize draw totaling BRL\$ 43,000.00, boosting sales, timely payments and retention of the customer base.

sejaamigo.com.br

HO HO HO  
NOEL JÁ VOOU NA FRENTE E GARANTIU  
OFERTAS ESPECIAIS PARA VOCÊ!

**OFERTA 1** INTERNET FIBRA ÓPTICA **COM WIFI**  
**200 MEGA** **79** REAIS POR MÊS\*

**OFERTA 2** TV POR ASSINATURA **AMIGO TV**  
**MAIS DE 120 CANAIS** **79** REAIS POR MÊS\*

ATIVÇÃO GRÁTIS É PRESENTE DA AMIGO!



E PARA VOCÊ QUE JÁ É ASSINANTE AMIGO,  
UMA GRANDE OPORTUNIDADE DE FAZER UM UPGRADE NO SEU PLANO.

DÉ UM **UP** NO SEU PLANO ATUAL POR APENAS **R\$ 10** A MAIS POR MÊS\*

ASSINE AGORA!  
Liga ou chama no WhatsApp  
**0800 645 4200**

Fibra Óptica | Suporte Local | Estamos perto de você | WIFI GRÁTIS

Unidade Santa Cruz do Sul  
Rua Fernando Abbott 1008

**AMIGO INTERNET**



Conheça o futuro  
dos centros urbanos

**ÁVATO**

**BLACK NOVEMBER**

INTERNET FIBRA  
**+ 300 MEGA**  
**APP TV R\$ 129\*/mês**

STAR HD | Discovery | CNN | ESPN

**AMIGO INTERNET**

QUEM TEM AMIGO TEM SORTE  
E CONCORRE A MAIS DE R\$ 40 MIL EM PRÊMIOS

PROMOÇÃO  
**Sorte é ter Amigo**



02 Apple iPhone 12 Mini 128GB | 02 Scooters Elétrica Voltz EV1 Sport 0km | 01 anuidade Amigo TV Prime HD 148 canais | 02 Smart TVs LG NanoCell 55"

PARA CONCORRER BASTA SER ASSINANTE AMIGO E ESTAR COM SUAS MENSALIDADES EM DIA

Ainda não é assinante Amigo internet?  
Corre lá que dá tempo!



Escaneie o QR Code e conheça a promoção

Ligue ou chama no WhatsApp  
**0800 645 4200**  
sejaamigo.com.br

Unidade Santa Cruz do Sul  
Rua Fernando Abbott 1008

**AMIGO INTERNET**



Vantagens de estar Junto da Avato

Conte com quem é especialista em conectividade e TI

Avato Data Centers

SOLUÇÕES EM CONECTIVIDADE



Soluções em conectividade para manter sua equipe conectada e a produtividade em alta

**ÁVATO**



## PRESENT IN 6 STATES

- Rio Grande do Sul
- Santa Catarina
- São Paulo
- Rio de Janeiro
- Mato Grosso
- Mato Grosso do Sul

**10** regional business units

**84** relationship/business units

**266** cities with service coverage



## CONSTANT IMPROVEMENTS

In order to better serve Amigo Internet customers, new relationship units were opened in the cities of Garibaldi, Santana do Livramento and Novo Hamburgo, in the state of Rio Grande do Sul (RS), in addition to physical adaptations being carried out at the units in the cities of Carlos Barbosa, Nova Petrópolis, Cacequi and Canoas, also located in RS.



## INSIDE SALES

Implementation of the Inside Sales Unit in the retail area, which closed 5,350 new sales, it has a team of 9 people and accounts for more than 30% of retail sales.



# AMIGO INTERNET PORTFOLIO


INTERNET OFFERS

**100**  
MEGA


**200**  
MEGA

**300**  
MEGA

**500**  
MEGA



Optical Fiber



Other technologies  
ADSL, LTE, HFC, Radio

**CONNECTIVITY**

**ADDITIONAL SERVICES**

TV

TELEPHONE

**COVERAGE**


WI-FI


CABLE


# CABLE TV


Featuring the main national and international channels, with standard linear and On Demand programming. Making it possible to watch channels from your computer, cell phone, set top box or other connected devices, Integration with Android TV platform, Android devices, IOS devices and Windows Media Player.



- 

**Sound and image**  
High-quality
- 

**Catchup and Timeshift**  
Go back to previous days' schedule and live programs that have already started
- 

**Multiscreen**  
Watch on your smartphone, tablet, computer or TV.
- 

**Recording**  
Up to 120 minutes of programming

# PORTFOLIO ÁVATO



## Connectivity



- Smart internet
- Smart connect
- Smart ISP
- Smart wifi

## Cloud and Data Center



- Cloud backup & storage
- Hosting virtual dedicated server
- Colocation golden jumper

## IT



- Smart support
- Smart server

## Cyber Security



- Smart firewall security
- SDWan
- AntiSpan
- Security wi-fi

## Video Surveillance and IoT



- Cameras
- Sensors

## Voice



- Smart pabx
- Smart voice
- Call termination
- Mobile telephony extension
- Mobile telephony

## Customer Experience



- NOC premium
- Monitoring

## Customized Solutions



- Special projects to meet the demands customer specific

# PORTFOLIO SAFETY CABLES



## Long distance networks

Joint constructions;  
IRU and bare fiber leases;  
Leasing of passive PTP channels;  
Swap;  
Joint Ventures;  
Network intermediaries;  
Agreements with energy and highway concessionaires.

*We provide the physical environment so that your operation can light up your network.*



## Last Mile

Ensure the quality of the suppliers  
Feasibility with suppliers;  
Negotiation between the parties;  
Circuit contracting.



## FTTH Network

Leases  
(PTMP Passive Channel).



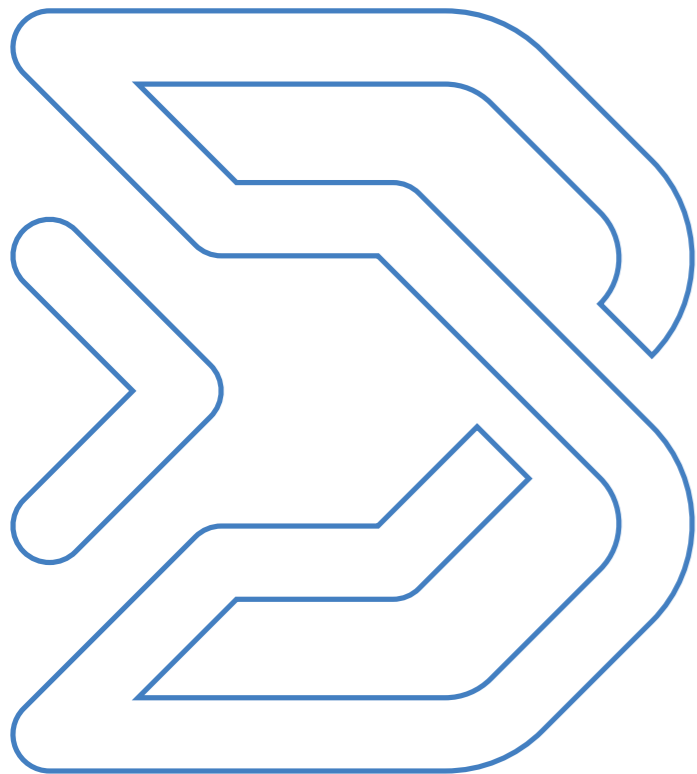
## Sites

Leasing of spaces on websites;  
Tower infrastructure for 4G and 5G installation (set up).

# Safety Cables



## PORTFOLIO BEREIT



Bereit Engenharia (an engineering company) is the means between the design and execution of the implementation of telecommunications networks. We offer specialized consultancy valuing the quality of service.

- Projects and consultancy for internet providers
- Technical support
- Optical network planning
- Technical due diligence
- Post sharing and infrastructure projects
- Projects and consultancy for Governments
- Advice/support and consultancy for projects in the IT and telecom area
- Smart city projects
- Fencing and video surveillance projects for the public sector
- IT and telecommunications infrastructure projects

# MERGERS AND ACQUISITIONS

## MERGERS AND ACQUISITIONS

The operation of Brasil TecPar's Internet Productive Chain is premised on compliance and, therefore, **in 2021 Brasil Gestora de Operações S/A - BGO** was created aiming to deliver compliance in the assets of the productive chain cycle.

BGO is responsible for the entire unification process of the merged companies and is supported by the **Corporate Governance Department (SGC)**. In 2021, BGO worked with full focus on its strategic objective of incorporating in Brasil TecPar the client portfolio of the companies acquired carrying out the migration of more than 30,000 customers during that year.

INCORPORATED	HEADQUARTERS	TERM
Hd Turbo Net	RS - Cacequi	January
Neogrid Datacenter	SC - Joinville	January
Nexus	RS - Santana do Livramento	February
A Plateia	RS - Santana do Livramento	March
VIEX	RS - Santana do Livramento	April
Intnet	RJ - Araruama	June
São Pedro Net	RS - São Pedro do Sul	July
Netsun	SP - Mogi das Cruzes	August
Speedbol	RJ - Iguaba	September
Fly LVT	RS - Taquara	September
Evo	MT - Sinop	September
Primatec	MT - Primavera do Leste	September
TW	MT - Rondonópolis	September
TJ Net	MS - Coxim	October



## OUR COMPANY IN NUMBERS

- Valuation Evolution
- Share Price
- People
- Financial Indicators
- Evolution of the Customer Base
- Investments
- Infrastructure and Technology
- Achievements in 2021
- Agile Methods
- Technology Governance
- Engineering Projects
- Swap Projects

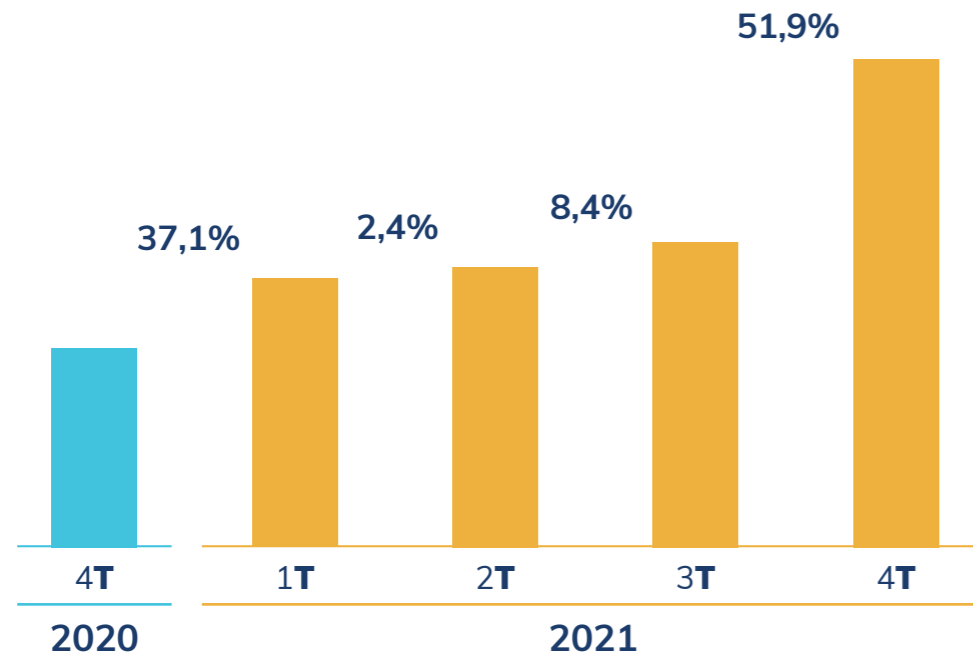


# VALUATION EVOLUTION

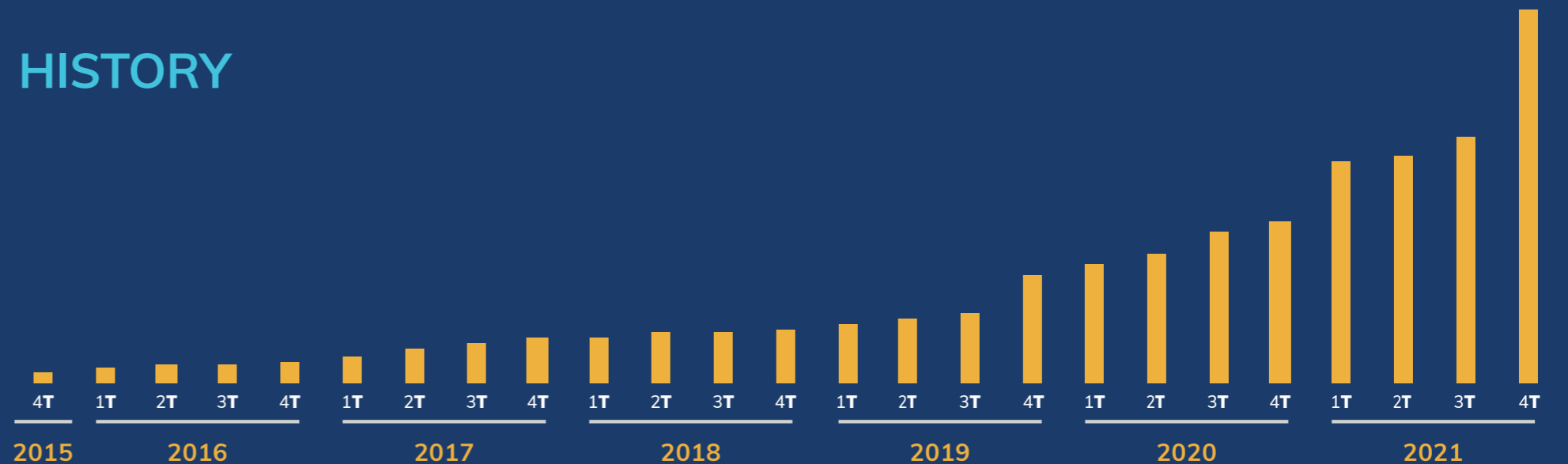
The valuation (equity value) represents the Company's net market value, according to its own references and parameters approved by the Shareholders, in order to monitor the evolution of its size. Brasil TecPar's valuation is calculated by the sum of the valuation of its subsidiaries, investments and budget resources, deducting net debt.



Its value can be increased through mergers and acquisitions or even organically through commercial actions, increased productivity and cost rationalization. Between December 2020 and December 2021, the Company presented a 131% growth in its valuation.



## HISTORY

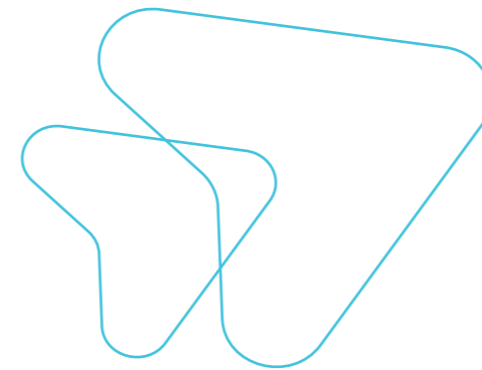
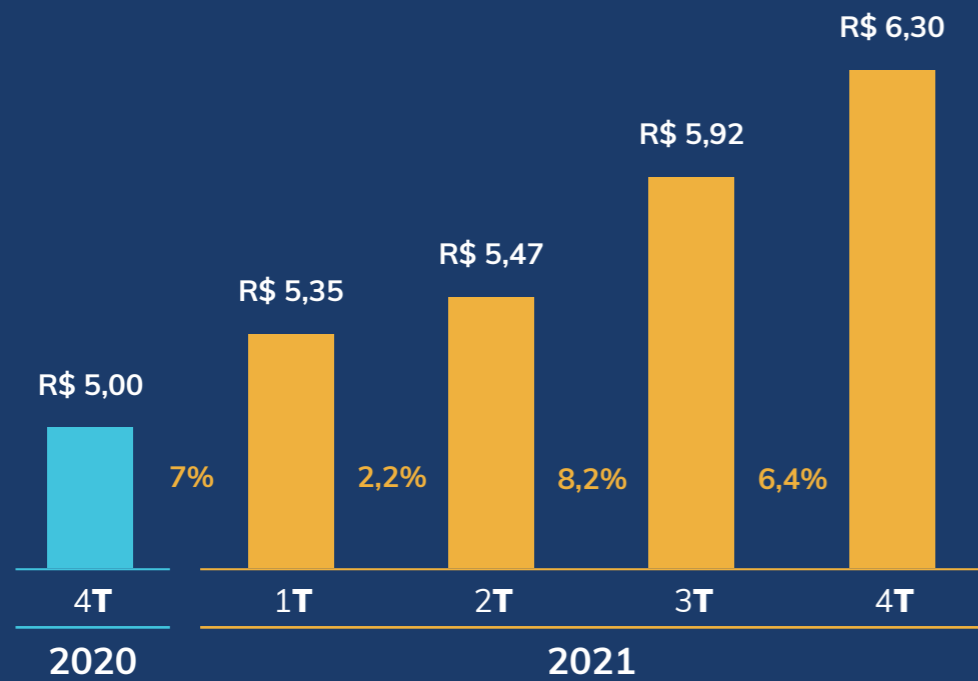


# STOCK QUOTATION HISTORY

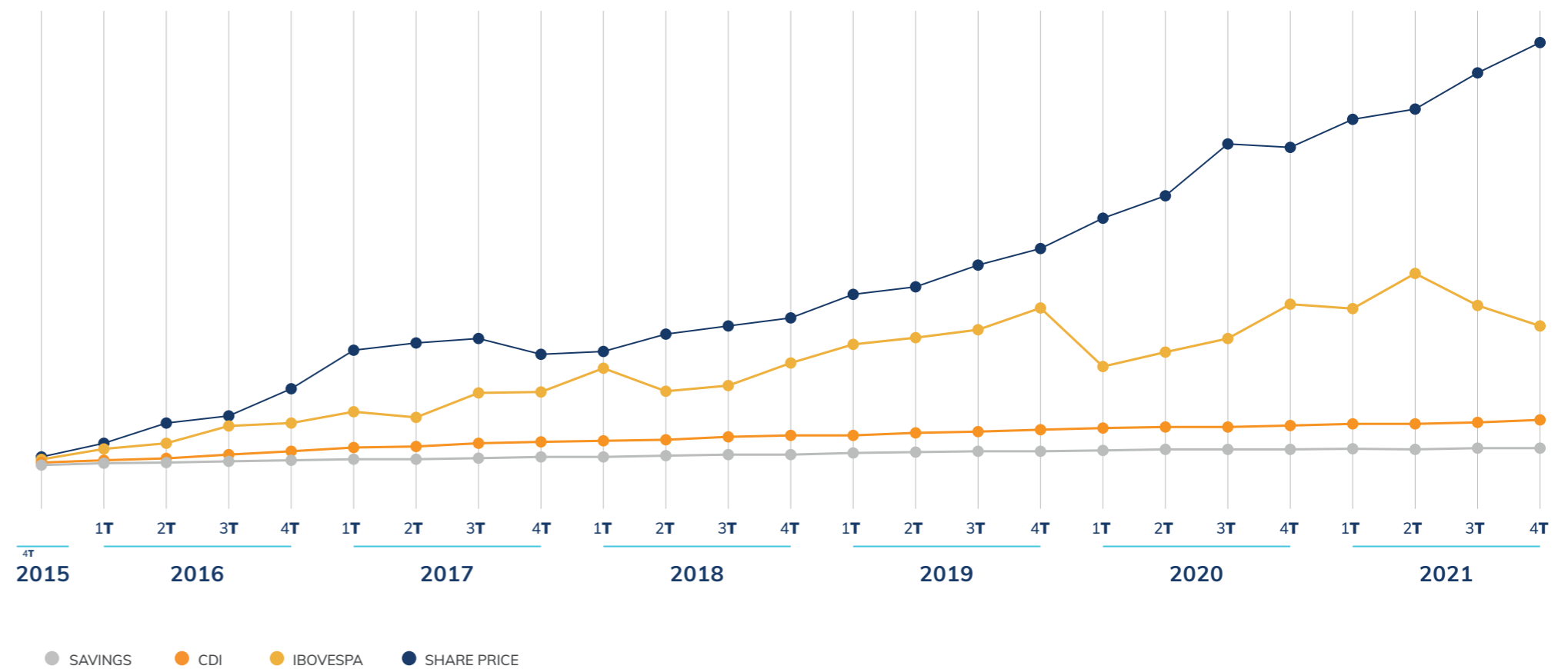
The share price is the result of the Company's equity value divided by the number of paid-in shares. The chart shows the share price history since 2016, when the company was still called Gaúcha TecPar.

The share price closed in 2021 at BRL\$6.30, showing an accumulated increase of 26% in the year.

Brasil TecPar's shareholder return rate, in addition to the share appreciation, also includes quarterly dividends, which represented 3.2% in the year, thus generating a shareholder return rate of 29.2% per year.



## SHARE PRICE HISTORY



## PEOPLE

**1.900**

direct team members

**100**

outsourced team members

**583**

were new hires

**27%**

of vacancies filled with employees, who were promoted

**78 NPS\***

of team member satisfaction

\*Net Promoter Score – Satisfaction Survey



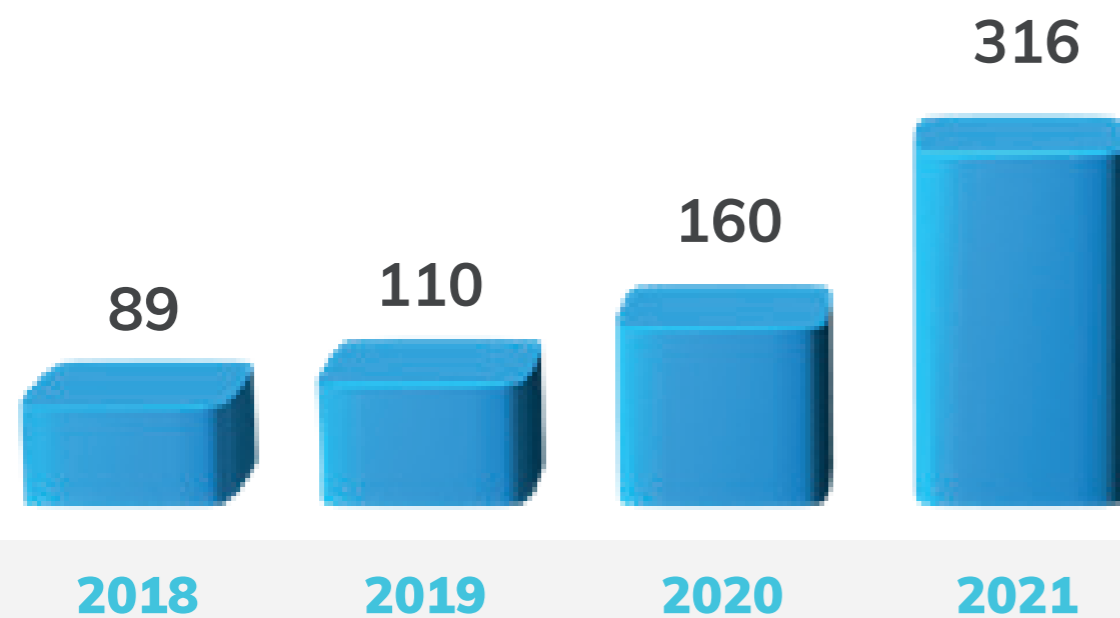
## FINANCIAL INDICATORS

## MANAGERIAL FINANCIAL HIGHLIGHTS

IN BRL\$ MILLION	2018	2019	2020	2021
<b>Net Revenue</b>	81	101	154	285
<i>△ Annual</i>		25%	52%	85%
<b>EBITDA</b>	25	35	60	117
Margin EBITDA	31%	35%	39%	41%
<b>Net debt</b>	30	72	115	435
Net debt / EBITDA	1,2x	2,1x	1,9x	2,4x

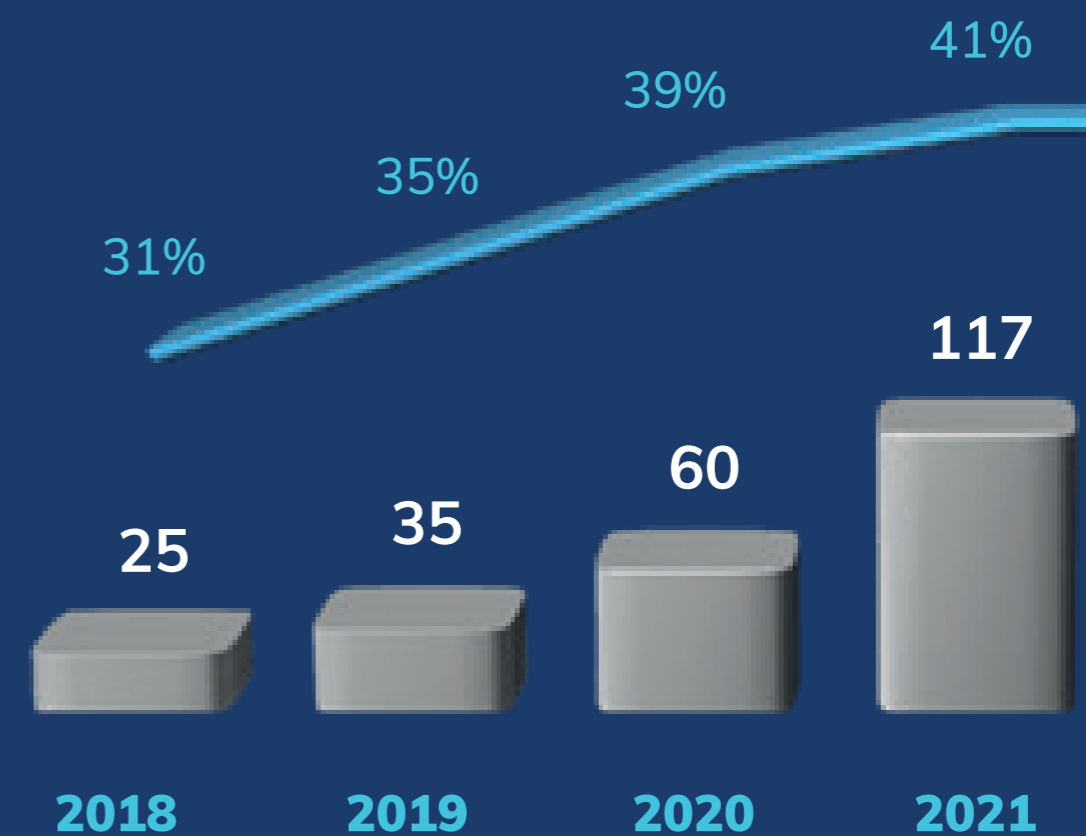


## GROSS REVENUE

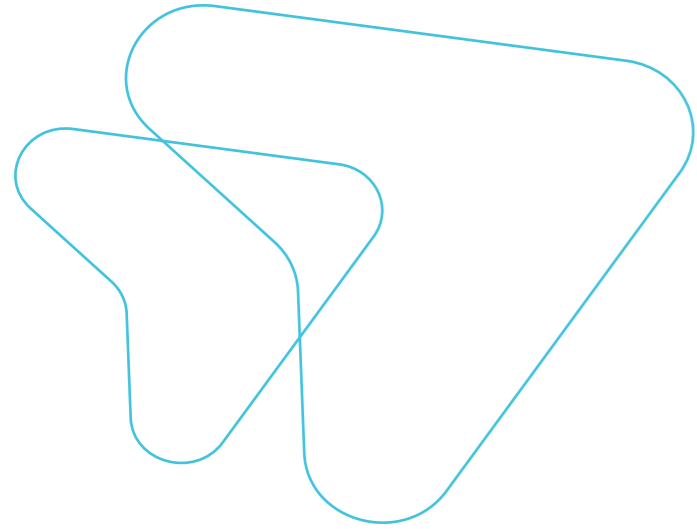


\*In BRL\$ million  
△ 4T21 e 4T22

## EBITDA



\*In BRL\$ million



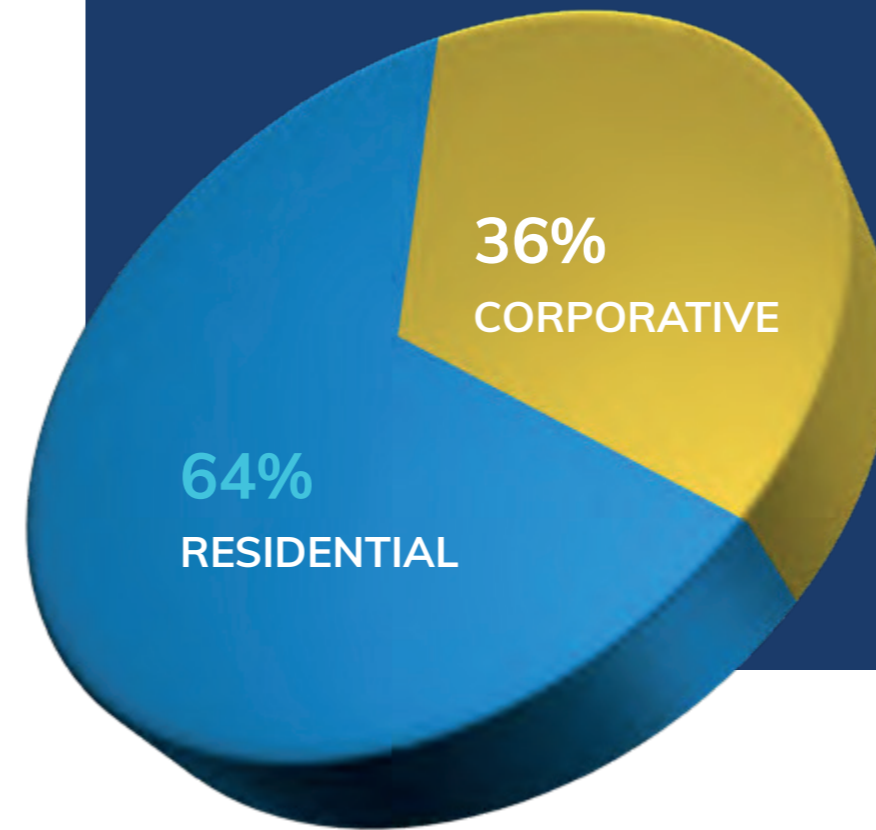
## EVOLUTION OF THE CUSTOMER BASE

**RETAIL:** increase of 265% of customers in the base, considering incorporations and organic growth.

**CORPORATIVE:** 30%+ in the volume of new sales made in 2021 throughout Brazil, compared to the previous year.

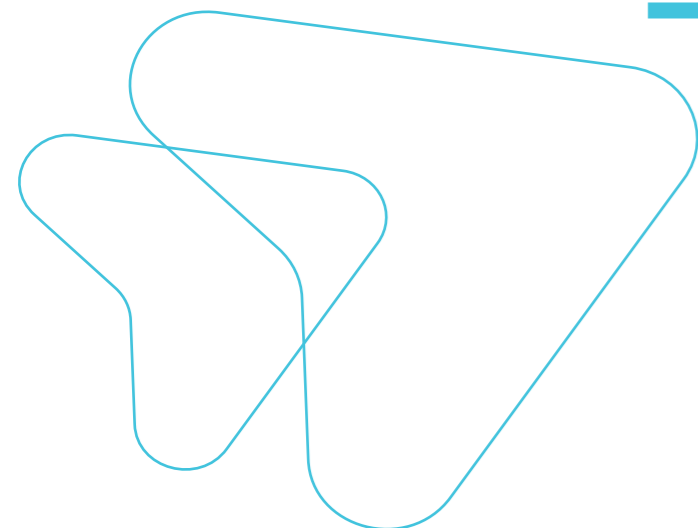
2020 = 103.029 customers  
2021 = 263.537 customers  
+ 9,82% average ticket

## REVENUE COMPOSITION/ STATISTICS



- 6% ISPs
- 5% BUSINESS RELATED
- 11% GOVERNMENT
- 4% SMALL AND MEDIUM BUSINESSES
- 10% LARGE ACCOUNTS

\* Customer base (Revenue)



Services	Description	Brands	% of Billing	Numbers of Active Accesses
Fixed Broadband	Residential, Corporate, Rural and Connectivity Services Premium Corporate and Residential Internet Cloud Storage Service Better service and more service options.	<b>AMIGO</b> INTERNET <b>ÁVATO</b>	85%	~256K
Equipment Rental	Equipment leasing Deactivated fiber leasing Passive channel leasing	<b>Safety</b> Expanda suas conexões. <b>Cables</b>	2%	~0,2K
Telephony	Extensive telephone service Coverage in rural areas	<b>AMIGO</b> INTERNET <b>ÁVATO</b>	3%	~10K
Special projects and installation	Implementation and maintenance of the access network and backbone.	<b>Bereit</b>	1%	~0,1K
Television	Content developer Pack preview Over 200 HD channels	<b>AMIGO</b> TV	1%	~6K
IT	Hosting data and information on the internet Cloud services IT consultancy and support	<b>ÁVATO</b>	7%	~5K



## INVESTMENTS



In 2021, still under the effects of the Pandemic, the Company, respecting its strategic objectives, made investments in the amount of BRL\$450 million to support the 135% increase in revenue in the average of the 4th quarter of 2021 compared to the same period of the previous year.

This amount was mainly distributed in Mergers and Acquisitions (M&A) operations, network expansion, stabilization and improvement of Management systems such as SAP S/4 Hana and HCM Senior. These figures also include an increase in the number of employees specialized in the main tactical and operational areas of the business.

**BRL\$ 450.000.000,00**

in investments

**+135%**

increase in revenue compared to the same period of the previous year.

# INFRASTRUCTURE AND TECHNOLOGY



6

Data Centers  
950+ Virtual Servers

Joinville - SC | [ISO 27001](#)  
Santa Maria - RS  
Santa Cruz do Sul - RS  
Canoas - RS  
Porto Alegre - RS



10.132Km  
of Backbone

600.000 FTTH ports  
1.200.000 home-passed  
15.000 monitored hosts



1.600  
Sites



+6.500  
Corporate Last Mile



11

Satellite Pickup  
Antennas - Headend

150+ TV and Audio channels  
Dual-illumination pickup antenna

## IMPORTANT ACCOMPLISHMENTS

- Renewal of the **ISO 27001 certification** of the Data Center in Joinville - SC;
- Expansion of STFC telephony to over 35 municipalities in Rio Grande do Sul, including the Metropolitan Region of Porto Alegre and the city of Santa Maria;
- Expansion of the traffic capacity of STFC calls in the Serra Gaúcha regions;
- Approach with SLS (Street Level Solutions) providers to develop access solutions for mobile networks (4G/5G);
- New CDN connected: Globo. This reduced by 50% the access time to the content distributed by Globo to our subscribers;
- Pioneers in the activation of XGS-PON Networks in Brazil, with the activation of accesses at Instituto Caldeira (Porto Alegre - RS);
- Technical incorporation of operations arising from M&A processes;
- Inauguration of the secondary Data Center (site DC02) in Santa Maria - RS.



## AGILE METHODS

In 2021, Brasil Tecpar adopted the agile methodology, based on the SCRUM framework, in their development teams. Dividing teams into project and support squads of systems and working with biweekly sprints, it was possible to measure the results quickly, generating more agility in deliveries and flexibility in the management of changes according to business needs.

## TECHNOLOGY GOVERNANCE

IT governance is a set of processes, strategies and methodologies implemented by the IT industry to align industry practices with business objectives.

In 2021, Brasil TecPar started to adopt the main disciplines of Information Technology Management with the management of changes, more than 550 changes in production environments in the first 5 months of the process. The main objective of incident management was to act in a standardized and efficient manner; in the event of an unplanned outage or a reduction in the quality of an IT service.

## ENGINEERING PROJECTS

- 636 km network extensions and 21,376 FTTH ports.
- 1,064 last-mile circuits for serving Corporate Customers.
- 1,959 km pole-sharing projects for Brasil TecPar and ISPs.

## SWAP PROJECTS

Strengthening of national operations by expanding the Portfolio of partners and suppliers, with more than 2,000 managed circuits.

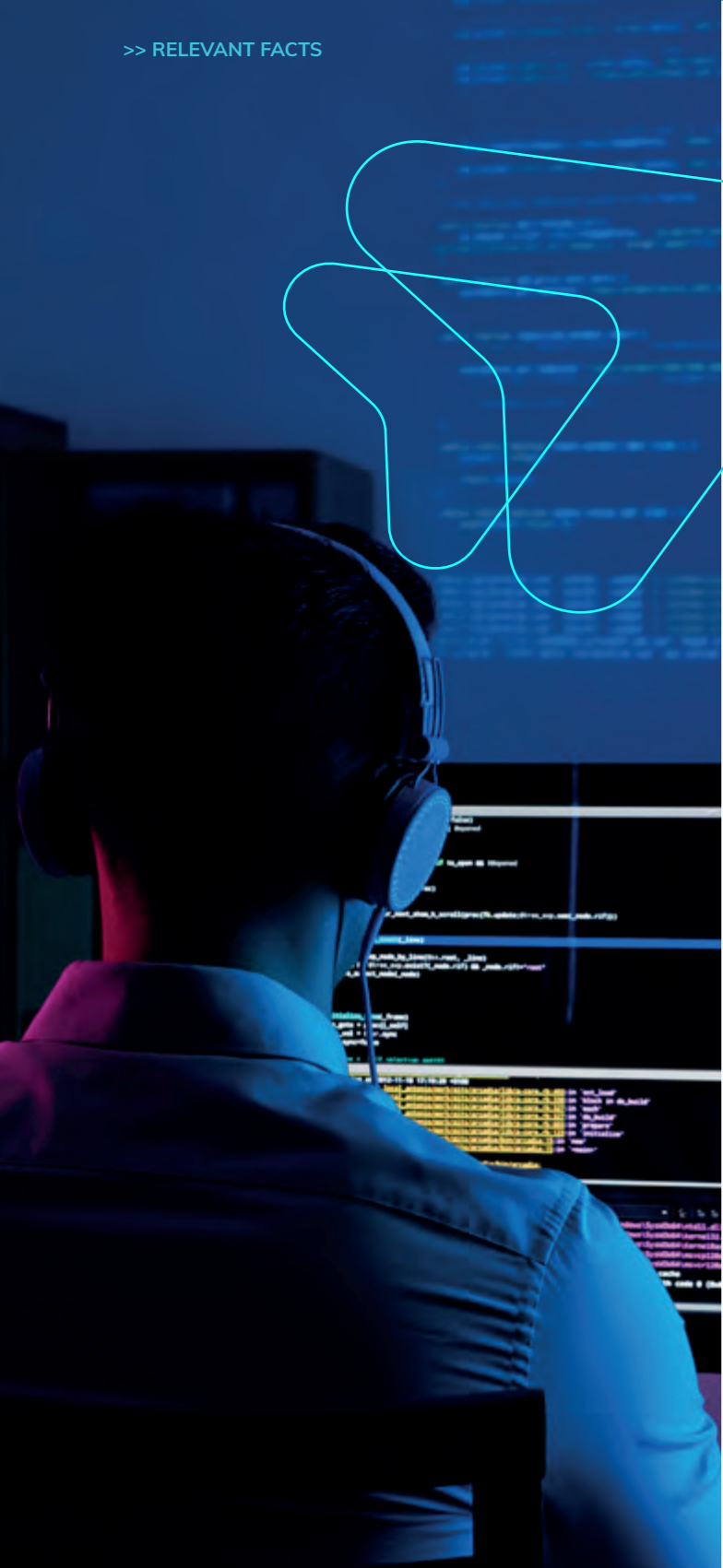






## RELEVANT FACTS

- Integrated Management System
- BGO – Brasil Operations Manager
- Certifications
- Cell of Salvaged and Recovered Materials
- Google Workspace
- Business Partner
- Our care for team members
- Great Place to Work – GPTW
- It's all about going beyond!
- Connection with you and Leaderships
- Rural Amigo Project
- Profit sharing
- General Data Protection Law – LGPD
- Results Management
- Restructuring of the Customer Service Area
- Restructuring of the Finance Board
- Corporate Governance Grid
- Code of Conduct
- 2021 End of Year Celebration
- The Most Remembered TecFriends



## STABILIZATION OF THE INTEGRATED MANAGEMENT SYSTEM - SGI

“ Throughout 2019 and 2020, the implementation of the Integrated Management System -SGI, brought great challenges to the operation, substantially raising the levels of maturity and control of the group’s business processes. In 2021, the focus was on stabilizing the project.

The company invested in reviewing and optimizing processes, monitoring, conciliation, training, infrastructure, contingencies and strengthening partnerships.

The gradual adaptation required a series of adjustments and automations, which will bring a higher level of compliance to the company’s processes and will serve as a foundation (or fundament/basis/building block) for growth.

Gustavo Krowczuk Silva  
Chief Information Officer - CIO

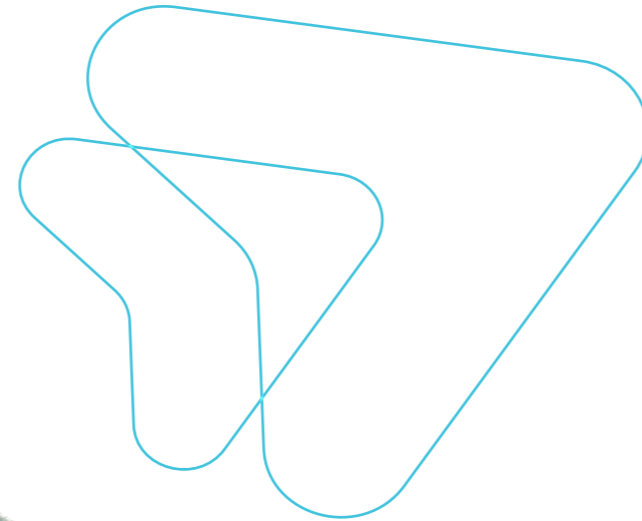
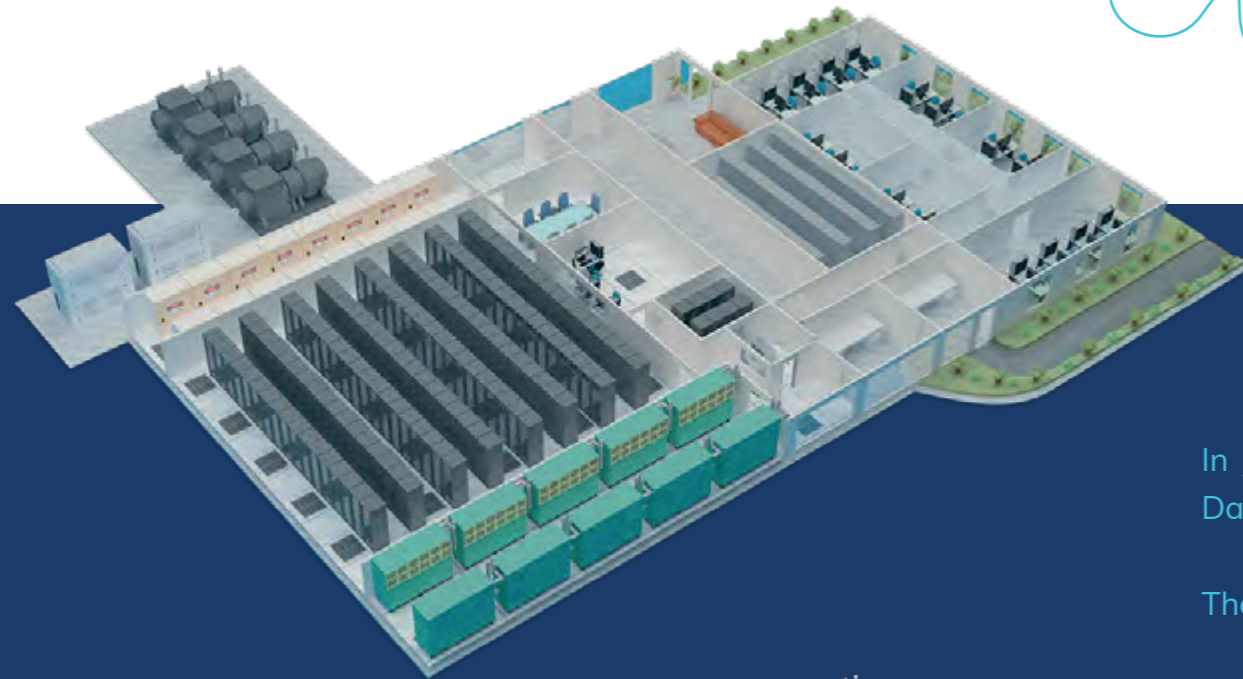
## BRASIL OPERATIONS MANAGER BGO

Compliance is an outcome to be delivered by the business model driven by BGO. The operation of Brasil TecPar’s Internet Productive Chain is premised on compliance. The BGO operation aims to deliver this compliance in the assets of Brasil TecPar’s Productive Chain.

### RESULTS IN 2021

- Migration of more than 30,000 customers;
- Material mapping assertiveness of 99.95%;
- implementation of agile methodologies;
- Development of scanning/beating tools for CTOs;
- Implementation of the Assumptions report;
- Management of 14 unified companies, monitoring administrative, financial and operational processes.

# CERTIFICATION ISO-27001



**bsi.**



## Certificate of Registration

INFORMATION SECURITY MANAGEMENT SYSTEM - ISO/IEC 27001:2013



In January 2021, the Brasil TecPar group announced the acquisition of Neogrid Datacenter, currently called Ávato Datacenter, the largest Datacenter operation in Santa Catarina, located in the city of Joinville.

The site has an area of 300m<sup>2</sup> of raised floors, capacity for up to 130 racks and 3 million BTUs of cooling capacity.

Thus, the group increased its ability to offer colocation, server virtualization, hosting, cloud backup, corporate internet and metropolitan network services.

In order to meet security requirements, the Datacenter is ISO 27001 certified.

The maintenance audit took place in August 2021 and is valid for 03 years.

# MANRS CERTIFICATION

Brasil TecPar is in the select group of 610 companies in the world (alongside giants such as Google, Microsoft, Facebook, Netflix and Amazon Web Services) and 170 in Brazil (among the more than 8 thousand operators) that have the MANRS seal (Mutual Agreement Rules for Routing Security, free translation).

Of these 170 Brazilian companies, **only 85, including Brasil TecPar, have the four possible certifications**, which shows maximum security in the routing of internet traffic and guarantees the GOLD seal. Highlighting that MANRS is a global initiative supported by the Internet Society (ISOC), which aims to increase routing security on the Internet.

It is based on the concept of keeping the network secure through origin control, that is, if everyone sends what is theirs to the internet, there will be network advertisement compliance, consequently, drastically less problems. MANRS automates processes such as route signature and validation, eliminating possible human errors and making processes more reliable.

In addition, due to having the MANRS seal, Brasil TecPar now has the right to vote in MANRS improvement processes and election of board members.



The MANRS certification is another step in our commitment to place Brasil TecPar among the leaders in our sector, in terms of safety and quality in deliveries to our customers.

Julio Cesar Vulherme Ferreira  
Chief Technology Officer - CTO



## OBJECTIVES

- Prevent the propagation of incorrect routing information;
- Prevent traffic with spoofed source IP addresses (spoofing);
- Facilitate global operational communication and coordination between network operators;
- Facilitate the validation of routing information on a global scale.



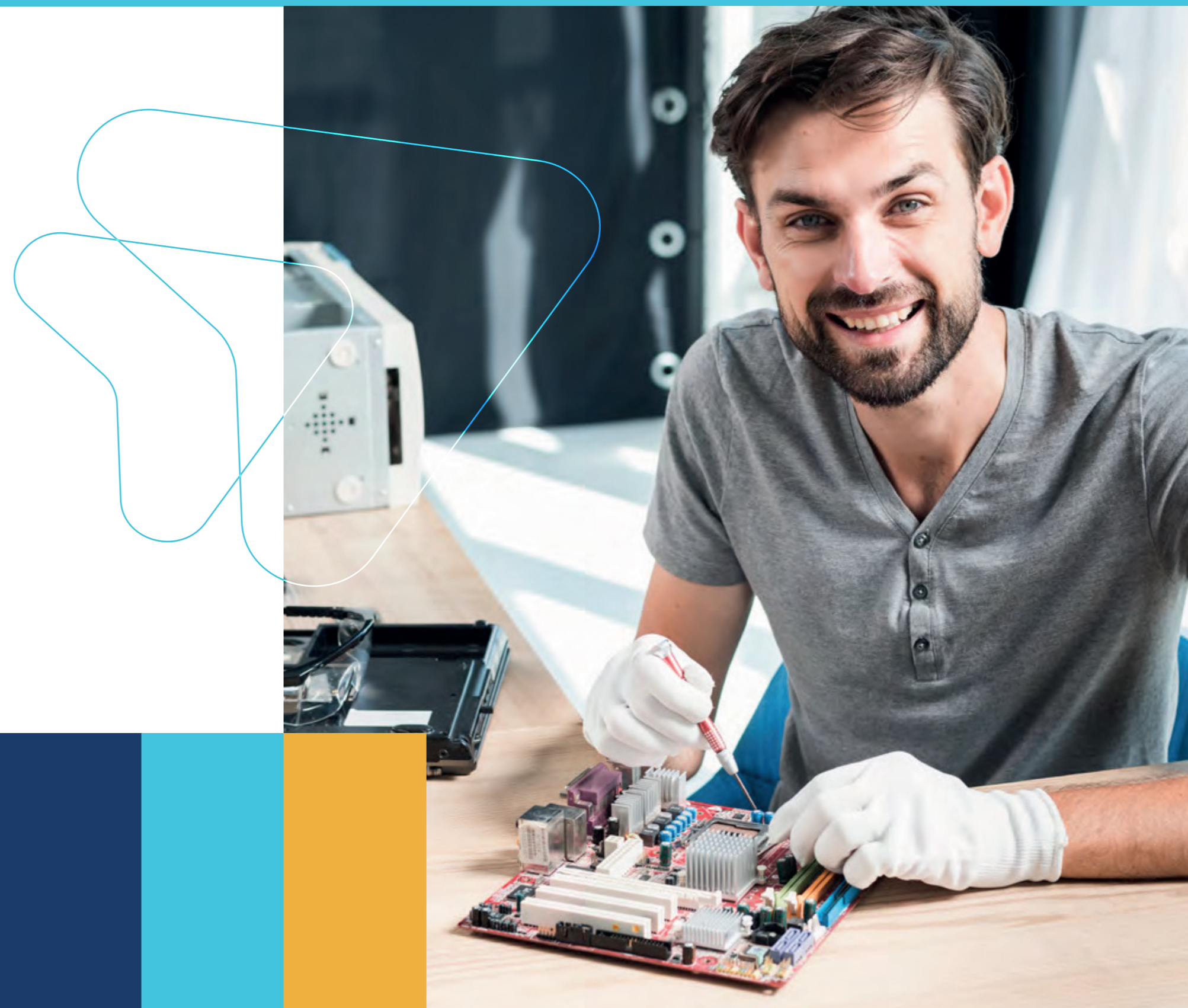
## CELL OF SALVAGED AND RECOVERED MATERIALS MSR

MSR, restructured in August 2021, has already brought significant results. From the savings in the purchase of new materials to the reuse of equipment. It is located at the Distribution Center in the city of Feliz, RS.

**New team members were hired for MSR, and the team was expanded to eight members dedicated exclusively to the recovery of materials.**

MSR's actions were complemented by the contracting of 4 partner companies to support the recovery of materials and the outsourcing of recoveries of greater technical criticality, with 5 specialized companies in the market.

- Reduction of BRL\$ 5 million in equipment purchases;
- Accumulated savings: BRL\$ 6.8 million in 2021;
- 19,893 equipment saved and recovered.



# GOOGLE WORKSPACE

One of Brasil TecPar's goals in 2021 was to consolidate the entire communication and collaboration platform of the group's operations that were acquired over time, but that used different solutions, the main one being local, with administration made by Brasil TecPar itself.

Gustavo Krowczuk, CIO at Brasil TecPar, recalls that the commercial negotiation for the acquisition of Google Workspace began with the great challenge of proving that moving from an environment with low direct cost to one that has licensing would be financially positive. "Our board understood all the cultural change and the practical benefits that Google Workspace tools would bring", says Gustavo.

**Integrating 6 different domains and more than 1200 team members in a single platform required a deep evaluation of all the options**



**present in the market. Google Workspace was the best solution, as most team members were already familiar with the tools.**

Even with little implementation time, the result, still in 2021, was expressive. All deadlines were met on time and the project achieved its main objective: bring people together. Brasil TecPar has received many positive feedbacks about the new tools, such as facilitating the viewing of calendars, simplicity in scheduling meetings, friendlier email layout, and greater team interaction via Google Chat and Meet. With the use of Google Drive, everything is standardized with much simpler and more intuitive solutions, increasing the productivity of the company's team members.



# Google

## NEW POSSIBILITIES

Google Workspace made it possible to institute new internal communication channels. A well-informed TecFriend is a team member capable of leading his/her journey at Brasil TecPar and taking us further. With this in mind and the growth potential of our company, in November, we instituted new internal communication channels: an Intranet and a corporate social network.

In order to institutionalize and support this change, we created the Matrix of Internal Communication Channels.

Discover the Channel Matrix of our Internal Communications area.



**Discover the Internal  
Communication channels.**



In line with our mission to simplify life with technology and connectivity that Workspace comes into the lives of our TecFriends!

A collaborative network that allows the integration of multiple communication channels.

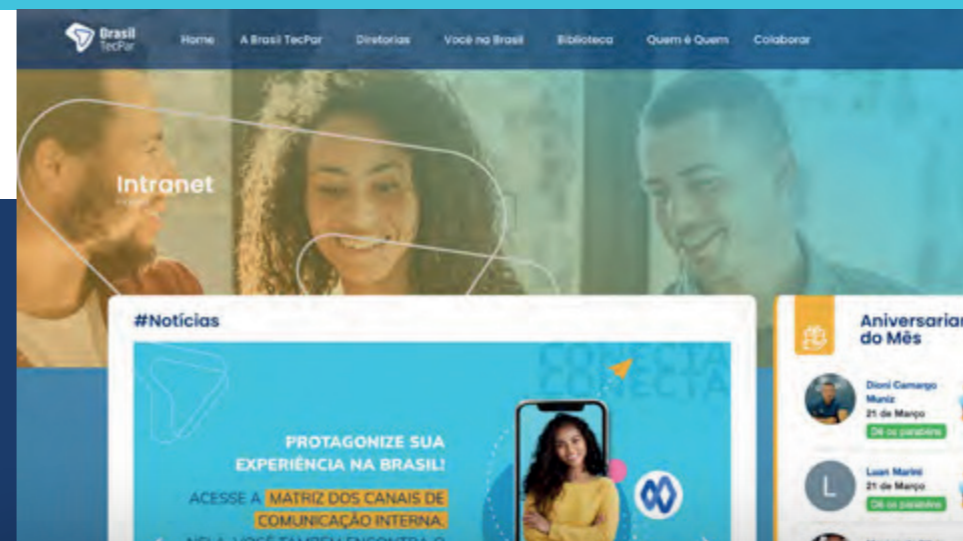
On the Intranet, the employee has access to up-to-date information about everything that happens in Brazil! From strategies, projects to new colleagues and birthdays of the month, all in one place with just one click.

Our TecFriend has become a protagonist of communication through our social network,

Currents, an interactive tool that makes it possible to connect all colleagues and allows each one to post what happens in their day to day at the company. It is through this channel that each team member in Brazil becomes as big as Brazil, a lot of cultural exchange and diversity unite us there.

Workspace also offers us a shared schedule, easy connection in virtual meetings, quick access to email, company-wide contacts, chat interaction, online groups, everything to reinforce our relationship culture, transparency allowing us to go beyond every single day.

Claudia Kessler  
Head of People Management



## 2. Currents: a rede social corporativa da Brasil TecPar



O Currents é nosso principal canal de relacionamento e comunicação com os TecFriends.

Nessa rede social podemos acompanhar campanhas, comunicados e ações da Brasil através do perfil da Comunicação Interna

Accesse o QRCode e baixe todos os apps Google.



## 4. Google Chat



O Google Chat é um canal de comunicação interna disponível a todos colaboradores para a troca de mensagens rápidas.

Ele possibilita a comunicação instantânea e direta com todos os TecFriends e substitui ferramentas particulares como o WhatsApp e o Telegram.

Confira as facilidades do chat: [clique aqui](#).

Accesse o QRCode e baixe todos os apps Google.





## BUSINESS PARTNER - BP

In the third quarter of 2021, **GEP adopted the Business Partner model**. BP acts transversally in all GEP processes, and in a more active way, guides the team member's journey within the company, through onboarding programs, leadership development (PDL), team development (T&D), Programa Semear (Sowing Program) and career paths.

Furthermore, it supports the Leaders in the developments of the climate survey (GPTW), contributing to the improvement plans in the different areas, it is the role of the BP to be the GEP's reference to managers, aligning the leadership's behavior with the purposes of Brasil TecPar.

Today, the team has three business partners (BPs) that serve specific regions in Brazil, working side by side with leaders, supporting decision-making processes and contributing, in a strategic way, with insights on issues related to people management.





## OUR CARE FOR TEAM MEMBERS

**ONLINE RISS and DQS:** The practices called RISS and DQS started to have an online format. The RISS (Health and Safety Inspection Report) is the follow-up that the leader of the teams that work “in the field” carries out, to verify that the procedures and safety equipment are being used properly.

The DQS (Fortnightly Safety Dialogue) are brief conversations that the team leader carries out with his team members, addressing a specific topic, defined by the Occupational Health and Safety Area.

In 2021, they started to be carried out via mobile application, optimizing resources, such as paper and time, as well as bringing reliability and greater information storage capacity. **Around 500 follow-ups per month are carried out with the teams.**

### COVID 19 is all about PREVENTION and TEAM MEMBER SAFETY

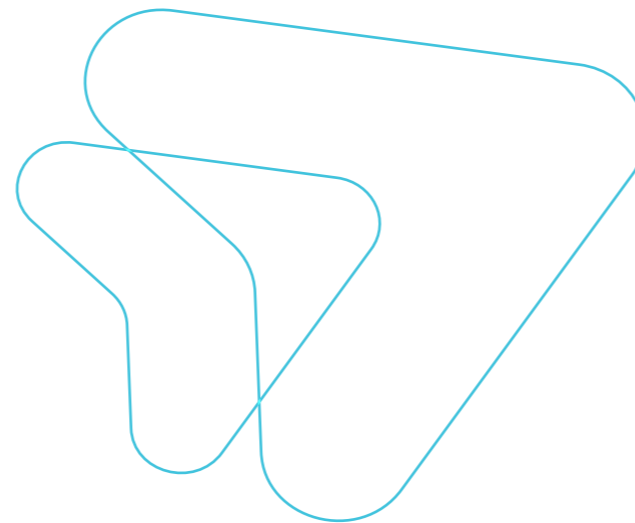
In August 2021, buildings with a large number of team members now have a modern temperature measurement system and alcohol dispenser, a tool to help prevent the COVID-19 virus spread. Subsidized by the company, around 400 preventive tests for COVID-19 were carried out, providing more security for our employees. The agility in the attendance was guaranteed with the use of a mobile occupational medicine unit, carrying out examinations in the team members' workplaces.

**As a protective barrier, 100% of the units where cases of COVID-19 occurred were sanitized.**

In every month of 2021, we had Fortnightly Safety Dialogues (DQS) with our team members, providing guidance on COVID-19 care and prevention.

#### **SAFETY**

There were 8,761 hours of training and qualification in occupational safety, provided to our employees in the classroom and distance learning modalities.





## GREAT PLACE TO WORK GPTW

For the first time, Brasil TecPar and its market companies, Ávato, Amigo Internet, Bereit and Safety Cables, participated in the ranking and were considered excellent places to work by their team members, through the Great Place to Work (GPTW) survey.

The preparatory process for the research took place from January to June. **Altogether, more than 65% of team members participated in the first edition of the survey at Brasil TecPar, which obtained an internal approval of 71%.**



See the article on our website



## PLEASURE TO MEET YOU, WE ARE THE TECFRIENDS

We asked our team members how they would like to be identified at Brasil TecPar. There were more than 90 suggestions, one even more creative than the other. We selected the five names most in line with our way of being and opened a voting campaign for people to choose. **There were 345 participations and the winning option was chosen by our team members Now we share another Code that reinforces our Connection.**



Read the TecFriends Manifesto



*"I think this is a great move by the company, so that we, the team members, feel more and more welcomed."*

Andrei Tremea Basso (CVOZ)

*"I like the idea of involving the whole group in the decision-making process, it reminds us that we are all important."*

Joice Maiara Keil Radavelli  
From our Teutônia – RS Unit

*"The means and forms of our team members to engage with the company are essential for creating synergy and, consequently, expanding results and deliveries."*

Júlio Renê Müller Regional  
Supervision and Customer Service - SRA

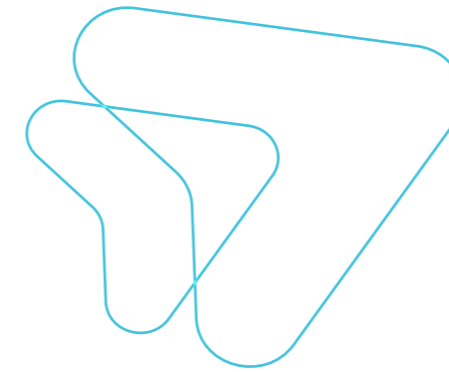
# É SOBRE *ir além!*

IT'S ALL ABOUT GOING BEYOND!

During the year, we identified the need to create a unique identity that would represent our company as a unique employer. In this way, the core of an employer branding strategy was created to attract candidates and retain employees most aligned with our work culture and business objectives, thus creating **our Employee Value Proposition EVP or employer brand proposal): It's all about going beyond!** The concept was born from testimonies present in satisfaction surveys carried out with the company's leaders and team members.

This is connected with the onboarding process, which was redesigned together with the Business Partner team. We mapped the journey of new team members and, through the concepts of **“start, login, Connection and play”**, we symbolically mark each point of this initial journey at Brasil TecPar. Also, we included in the process the delivery of an onboarding kit, to welcome the new TecFriends.

Also, as of July 2021, **Brasil TecPar's LinkedIn** was transferred to the People Management Area - CCI and was **the channel chosen to primarily reinforce our employer brand**. On this page, we publish posts about open opportunities, our day-to-day culture, internal programs and events, as well as the hiring of new executives, and much more. In 6 months, there was an organic increase of more than 540% in the number of followers.



## Onboarding kit



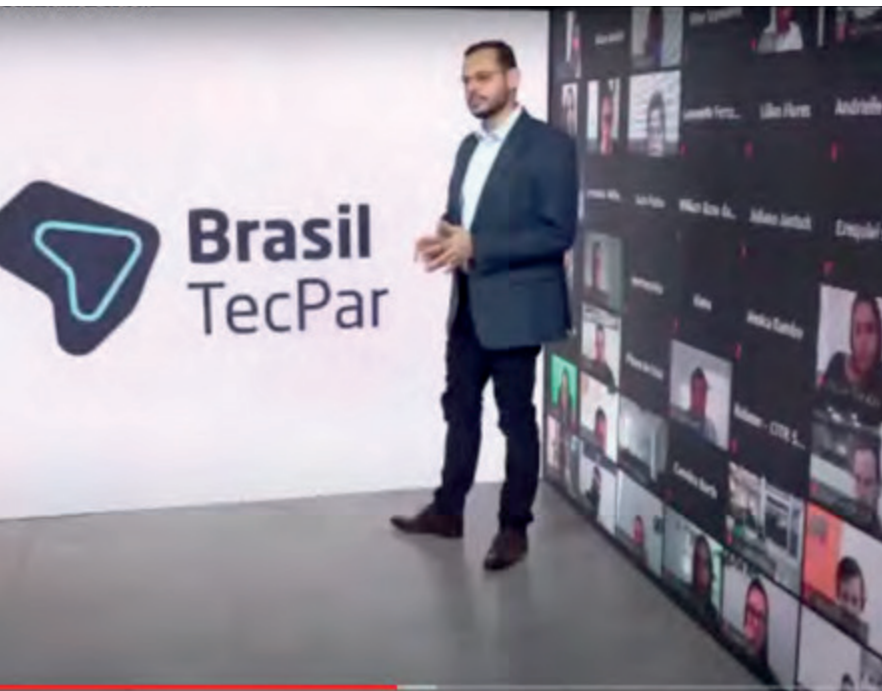
Em In celebration of Customer Day (09/15/2021), our internal customers - the TecFriends - received a special kit. From then on, the treat was given to all new team members, as part of Brasil TecPar's onboarding process. This action was thought out with great care, to awaken the feeling of belonging in the TecFriends team.



## CONNECTION WITH YOU

Assuming that the important thing is to be connected, and that, in a transparent way, we need to nurture the quality of our connection with everyone in the company; we promote the Connection with You Event monthly.

In the online live format, and for all team members, the meetings intend to share strategic content and raise awareness of relevant issues in society.



### ▶ ASSISTA

- ▶ Janeiro Branco (White January)
- ▶ Plano Brasil (The Brazil Plan)
- ▶ Non-Violent Communication
- ▶ Self-Accountability, Resilience and Prosperity
- ▶ 26 Years of Brasil and GPTW
- ▶ PLR
- ▶ Setembro Amarelo (Yellow September)
- ▶ Well-being in the midst of transition
- ▶ Google Project

## CONNECTION WITH YOU AND LEADERSHIPS

Through the **Connection with You Leaderships lives** (webcast events), Brasil TecPar's boards unfold our strategies and business philosophy to high and medium leadership levels (more than 150 leaders). In the online events, we inform, empower and encourage our leaders to “cascade” information from the major projects and topics presented within their teams, always explaining how the performance of each one is directly related to the goals and objectives defined in our strategic planning.

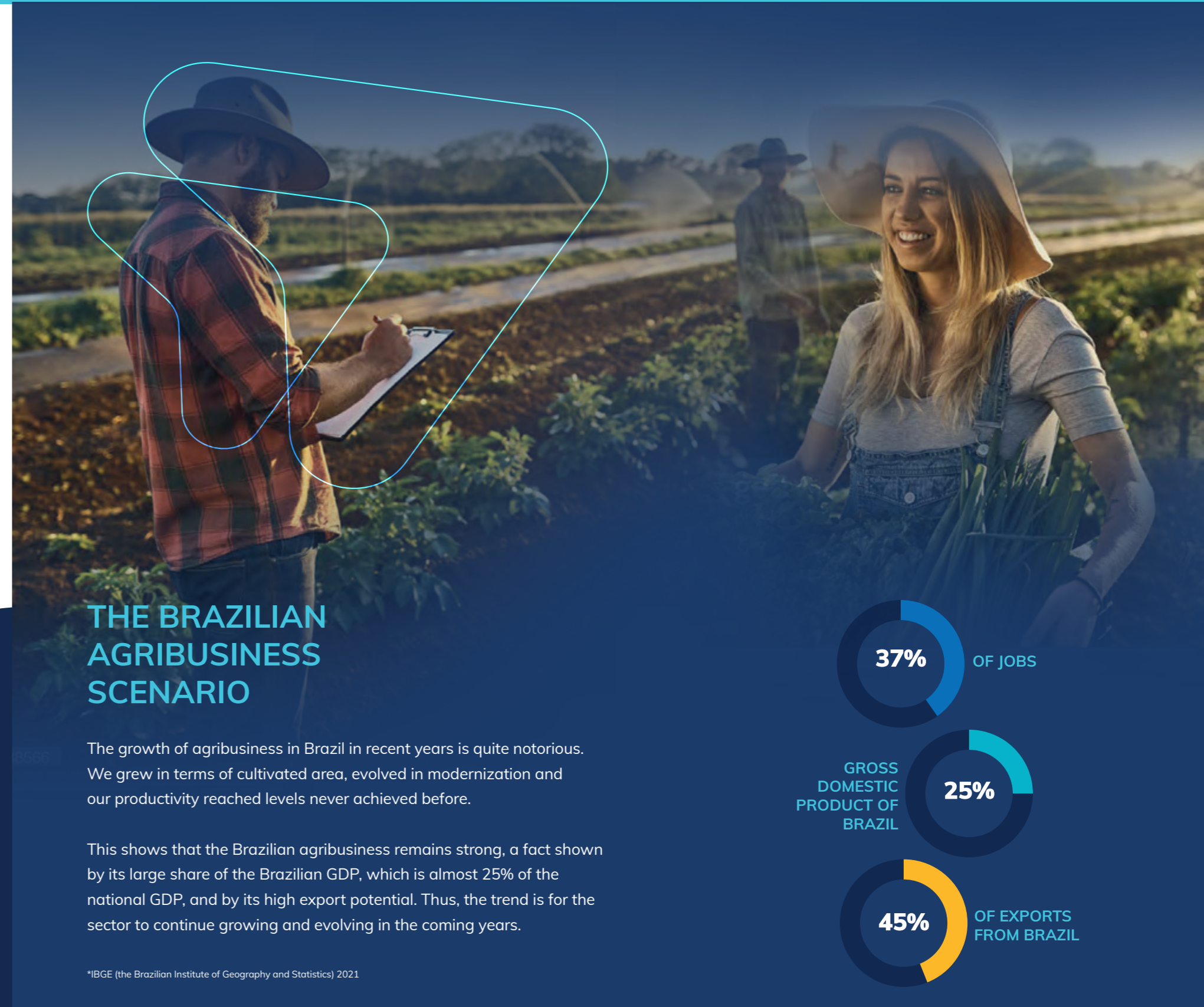
- ▶ No specific theme
- ▶ Organic Growth
- ▶ Growth through M&A
- ▶ GPTW
- ▶ Onboarding
- ▶ PLR
- ▶ Why do Brasil TecPar Unifications matter?
- ▶ Unifications



# RURAL AMIGO PROJECT

We continue to meet the demands in rural areas with the purpose of keeping people in the countryside, boosting productivity, promoting rural tourism, providing access to information and knowledge, enabling the issuance of electronic invoices and developing the municipalities as a whole.

During 2021, **Rural Amigo Project** added fiber optic connectivity to more than **450 families** located in **15 communities** in **4 different municipalities**, and served more than **14,000 customers** residing in rural areas.

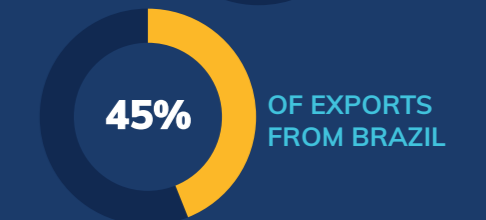
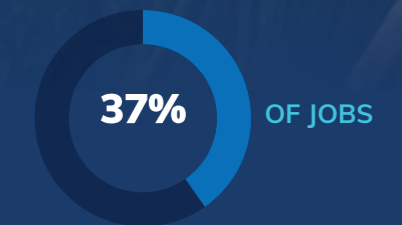


## THE BRAZILIAN AGRIBUSINESS SCENARIO

The growth of agribusiness in Brazil in recent years is quite notorious. We grew in terms of cultivated area, evolved in modernization and our productivity reached levels never achieved before.

This shows that the Brazilian agribusiness remains strong, a fact shown by its large share of the Brazilian GDP, which is almost 25% of the national GDP, and by its high export potential. Thus, the trend is for the sector to continue growing and evolving in the coming years.

\*IBGE (the Brazilian Institute of Geography and Statistics) 2021



# PROFIT SHARING

Launched in June 2021, Profit Sharing is one more action by Valoriza, a recognition and growth program for team members. The PLR's main objectives are to value the collective effort and recognition of the merit of each employee, as well as to develop increasing levels of results for the business. In order to build these results, five global indicators are evaluated:

## Global Indicators

 <b>NET INCOME</b>	 <b>BILLING INCREMENT</b>	 <b>STRATEGIC PLANNING</b>	 <b>PEOPLE'S SAFETY</b>	 <b>DEFAULT</b>
Difference between total revenue and the company's total costs and expenses.	Increase in sales in the period.	Progress of the EP, accomplishment of action plans.	Results of severity and frequency rates.	Rate of non-payment by customers.

Actions aimed at mobilizing people to achieve these goals are carried out by our leadership and by the People Management team - GEP. The achievement of goals is celebrated and recognized through the distribution of an amount **equivalent to an employee's nominal salary**.



# GENERAL DATA PROTECTION LAW LGPD

LGPD in consideration of Law No. 13,709/2018 - General Law for the Protection of Personal Data, which created rules regarding the processing of personal information by companies and other agents, in January 2021, the LGPD Committee was established, with members of several areas of Brasil TecPar, including its Executive Board and Board of Directors.

Thus, continuing the set of legally established actions for the handling, treatment and storage of personal data by orga-

nizations, the Legal/Administrative Head, Marcos Loureiro, was appointed to the role of Data Protection Officer (DPO), and also, there was the hiring of a consultancy firm specializing in Digital Law, Compliance and Public Law, to start the business implementation work of this law.

Among some actions already instituted, we can mention the following: the preparation of the Gap Analysis and Action Plans report, training and awareness actions for team mem-

bers on privacy and Data Protection, diagnostic interviews, adjustments to documents and Management tools used that contain data from the various stakeholders (customers, employees, suppliers, etc.), compliance initiatives and risk monitoring, among other procedures, in addition to the good management and governance practices implemented throughout 2021.



# RESULTS MANAGEMENT



The Results Management area was an initiative of the Administrative Board, whose challenge was the implementation of indicators in all of the Company's departments. Mr. Adriano Belmonte Melgar, manager responsible for the area, conducted some interviews with managers of Brasil TecPar to understand the current situation and assemble a management diagnosis. We created a strategy for structuring projects, databases, flows and planning results. The request for creating or improving indicators involves filling out a backlog worksheet; next to each request we fill out a follow up, in which we prioritize informing the development position, start date of modeling and date of completion. After this step, an opening meeting is

held, in which we map the feasibility, types of databases, whether it is an indicator or not, impacts, flows, processes, operational standards and relationships with other areas. Then, the scope meeting is held, when we present what will be done, deadlines, what will be left for the next round and the things that were not feasible. The projects use the Kanban methodology, for schedule control, and Scrum, which encourages collaboration between GR members and areas involved in project development, engagement and double-checking. We worked together with the Data Engineering area, which was responsible for the bases and ETL, leaving GR with more speed and focus on BI modeling. Our deliveries have the validation of the

person in charge of the area where we sign the closing of the project and start the training stage. In August 21, we had the aggregation of the control of the execution of the Strategic Planning and, from that, we remodeled the PE matrix and made it more functional, allowing filters, following the deviations, with aggregation of goals in the action plans for a more punctual control and to ensure the sufficiency of strategy and objective. And, since then, we have started a process of controlling deadlines and achievements. Plans are updated quickly, with automatic targets, and so as to accompany the Company's growth process.

## RESULTS IN 2021:

- Delivery of results with 100% achievement of the Corporate PE;
- Fulfillment of 100% of the schedule in the delivery of BI projects;
- 100% of the team members responsible for the BI modules were effectively trained.



## RESTRUCTURING OF THE CUSTOMER SERVICE AREA

The Customer Service area had an amazing year in 2021, not only because of the expansion of services to residential customers under our Amigo brand, but also because of the design and development of a team dedicated to serving the corporate customers of the Ávato subsidiary.

We ended December with 96 team members specializing in customer service for the Amigo segment, covering 95,000 customers of various services, and 46 employees serving the Ávato subsidiary, covering 3,000 customers and more than 7,000 monitored circuits. The creation of an Experience Architecture for all companies in the group was the driver for 2021, and what will allow us to evolve in 2022 with metrics with NPS and CES, delivering 3 options to customers, in terms of service:

- I can help myself and find my own solution through the relationship channels;
- The customer service guides me and I am able to attend to my own needs;
- The customer service provided absorbs and solves my demands.

The service/support level with a target of 95% was a differential in terms of customer service in 2021, providing quick and permanent solutions to the demands of retail and corporate customers. At GPTW, the Customer Service area obtained significantly positive results, demonstrating that team members are satisfied with the challenges for this area.

For 2022, the focus will be on delivering the Best-Fit-Self Service concept to the group's companies, aiming at lower operating costs and greater efficiency in relationships with our customers and partners. New experience designs will be adopted, including:

- ChatBot with greater usability;
- Cognitive Intelligence;
- Curation Team in customer service;
- Predictive monitoring;
- Automations applied to the journeys.

## IN 2021 THE FOLLOWING PROJECTS WERE DELIVERED:

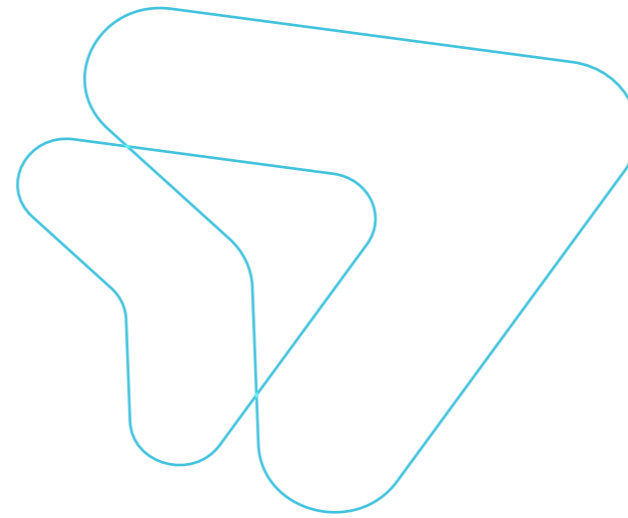
- Creation of the Customer Experience area, aiming at the excellence and culture of the customer experience from lead to post-sales;
- Expansion of new digital channels, delivering a better customer experience;
- Integration of call centers and expansion of service hours, facilitating contact and providing quick return;
- Creation of a Satisfaction Survey to monitor the quality of the services delivered;
- Creation of the Ávato CAR, previously absorbed by the NOC, aiming at excellence in serving the corporate segment;
- Process for 'Reclame Aqui' (Complain Here) and 'Anatel Consumidor' (ANATEL - National Telecommunications Agency Consumers) services;
- Design of the Retail Customer Journey, aiming at the delivery of the Customer's 360 View, Field Technician App, new Customer Portal and field system for triangulation of assistance from field technicians;
- Creation of the Quality Assurance area.

## RESTRUCTURING OF THE FINANCE DEPARTMENT

### FINANCIAL, ACCOUNTING AND CONTROLLING AREAS

#### MORE

- Introduction of Financial Reconciliation;
- Introduction of Accounting Conciliation;
- Improved governance through equalization of financial statements - for example, reporting procedures in business combinations;
- Structuring the financial team, with a new team coming from the market;
- Review of the company's tax structure;
- Stabilization of the collection process with default recovery;
- Monitoring of expenses by cost centers;
- Banking relationship with the raising of more than BRL\$ 450 million in financial resources;
- Improved financial expenses with plenty of savings;
- Creation of a model for presenting results.



## CORPORATE GOVERNANCE GRID

As of May, a schedule of corporate governance meetings was implemented, with the aim of ensuring the proper flow of information and providing consistency to the entire corporate governance system.

Monthly, each area holds three meetings: two for follow-up and one for results. This feature ensured the accuracy of the corporate schedule system, establishing a governance standard in the delivery of results.



[CLICK HERE TO SEE THE GOVERNANCE GRID](#)

# CODE OF CONDUCT



In June, the Board of Directors approved the revised text of Brasil TecPar's Code of Conduct.

The Code of Conduct reflects the values and culture of Brasil TecPar and its compliance reveals the commitment to professionalism and transparency in all actions at work.

**For the Company, ETHICS means “the right way of doing what needs to be done, considering a set of basic principles, which aims to discipline and regulate people's conduct, without moral or property damage to others”.**



## HIGHLIGHTS:

### Personal data protection:

Company's compliance with the most current legislation on the subject, but before any legal requirements, our commitment to citizen privacy and transparency in customer/company relations.

### Whistleblowing Channel:

open channel so that customers, employees and partners, whenever they feel or are in a situation that may characterize a conflict of interest, or are aware of facts that may harm the Company or that go against the principles of the Code of Conduct, please let us know via email at [denuncia@brasiltecpa.com.br](mailto:denuncia@brasiltecpa.com.br)



[CLICK HERE AND READ OUR CODE OF CONDUCT](#)

## 2021 END OF YEAR CELEBRATION

In order to celebrate a 2021 of much growth and overcoming, we invite TecFriends and their families to a great online end-of-the-year party. The meeting, which featured a presentation by Cris Silva, a concert by Vinny Lacerda & his band, as well as a super excited virtual audience, was marked by the recognition of the most remembered TecFriends, an initiative of recognition by popular vote directly related to the company's values.

Moreover, we also announced the winners of the #estilofesta challenge, an action that got our corporate social network moving, engaging and having fun with everyone, in which team members should post photos with looks they would wear at the celebration.



The directors of Brasil TecPar, Gustavo Pozzebon Stock, Magnum Foletto, Onir Figueredo, Flavio Gomes and Luciano Piazza, shared our achievements and plans for 2022. This special moment, **which connected team members from different regions of the country for the first time**, will surely be fondly remembered by all TecFriends.





*The Most Remembered TecFriends*

The initiative **“The Most Remembered TecFriends”** aimed to recognize team members who reinforced Brasil TecPar’s values in 2021. In addition to integrating our values into a formal People Management initiative (a cultural ritual), with the purpose of exemplifying how they are put into practice in everyday life.

Elected by popular vote, five TecFriends were chosen, each one related to a company value. The winners were the following:

**COMPLIANCE**



**Laion Porto**

FACILITIES CENTER AND LOCAL SUPPORT

**DETERMINATION**



**Natielly Caetano Pissolato**

FLEET AND COMPANY PROPERTY CENTER



**RELATIONSHIP**



**Miguel Ângelo C. dos Santos**

PEOPLE MANAGEMENT

**SUSTAINABILITY**



**Bernardo Dutra de Christo**

OCCUPATIONAL HEALTH AND SAFETY CENTER

**TRANSPARENCY**



**Barbara Ramos**

CALL/CUSTOMER SERVICE AND RELATIONSHIP CENTER



## ENVIRONMENTAL RESPONSIBILITY AND SOCIAL PERFORMANCE

- Management and Collection of Solid Waste
- Measuring the Fleet's CO2 Emissions
- Power Generating Plants

## MANAGEMENT AND COLLECTION OF SOLID WASTE

creation of a solid waste disposal policy, linked to the hiring of a partner certified in ISOs 9001 and 14001 and participating in the UN global pact\* to operate in all Federal Units where Brasil TecPar has operations (currently RS, SC, SP, RJ, MT and MS), enabling the collection, as well as correct and sustainable disposal of 7.6 tons of waste per month.

[CLICK HERE TO LEARN ABOUT OUR GUIDE](#)

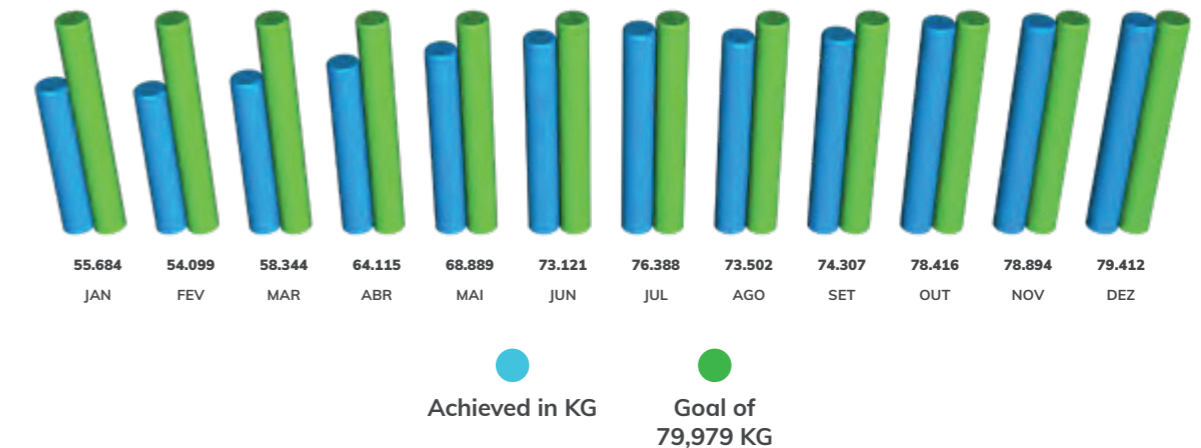


## CADEIA REVERSA

GUIA DE GESTÃO DE RESÍDUOS SÓLIDOS

## MEASURING THE FLEET'S CO<sub>2</sub> EMISSIONS

MONITORING CO<sub>2</sub> EMISSIONS IN THE ATMOSPHERE



This measurement indicates in kg the amount of CO<sub>2</sub> released into the atmosphere.

**Our goal is parameterized considering the following:**

type of vehicle (diesel or gasoline powered), number of kilometers driven, number of liters filled, also average of CO<sub>2</sub> emitted by group of companies with the same size and characteristic of fleet in Brazil (benchmarking carried out by the partner Ticket Log).

## POWER GENERATING PLANTS

Solar power is an alternative, renewable and sustainable source of energy; The solar plant is a facility full of photovoltaic modules (solar panels) capable of generating electricity through sunlight.

The group has 5 solar energy generating units that, in addition to producing energy to meet our needs, are minimizing the emission of polluting gases. In 2021, we stopped releasing more than 15 TONS of CO<sub>2</sub> into the environment.

The plants are located in Rio Grande do Sul, in the cities of São Borja, Garibaldi, Feliz, Tupandi and Bom Princípio.



**IN 2021, WE STOPPED RELEASING MORE THAN 15 TONS OF CO<sub>2</sub> INTO THE ENVIRONMENT.**



A hand holding a glowing blue pen against a starry space background. The pen is illuminated with a bright blue light, and the background is filled with stars and nebulae. The hand is positioned on the left side of the frame, with the pen pointing towards the right. The overall scene is set against a dark, starry space background with various colors of light and nebulae.

# PERSPECTIVES

A VISION FOR THE FUTURE

# A VISION FOR THE FUTURE

The materialization of results sets new challenges at all times, requires constant evolution and, in order to remain competitive, we need to anticipate matters.

The commercial internet market is not yet 30 years old in Brazil or anywhere else. It is extremely new when compared to sectors such as energy, fuels, automobiles, among others that are already consolidated. We have been operating in the internet market since the beginning, enough time to reflect and express our understanding. In our 2020 report, we published about the not-so-good surprises we had when we were faced with COVID-19 and its variants, which continue developing, and the impacts that the Pandemic has generated and still generates on our society. We wrote about the challenges we faced when we decided to replace our Management Systems and Processes, based on the previous results achieved, in order to remain competitive; we needed to evolve, and so we did.

I realize, then, that the magic of positive results in the face of challenges is a lever for our VISION. In our relatively new market, we do not have consolidated references to follow. Our Company is not unique, nor do I think it is the best, however, it is one of the few protagonists at the moment. **The movements of our “TecFriends” leaders and team members, as well as the results they produce are references for other operations** and this market that is still consolidating itself, I can clearly see that.

As we carry the weight of this responsibility, at the same time, we have the opportunity to challenge ourselves and evolve every day. The results obtained in 2021 were really incredible; we almost tripled the size, the volume of business and the results. Our VISION is getting closer and clearer day in and day out. Our team members, our leaders and shareholders are, every day, more engaged and confident in the purpose and the reasons for the existence of our Company.

**“So as to remain competitive, we need to anticipate what’s to come”** and we know that we are entering an extremely challenging period. With the weight of the responsibilities we carry, we will need to double up our attention. In 2022, we have a totally different scenario from the one we had in 2021. The COVID-19 health crisis is still present, continues to bring fear and insecurity to people, so this

change in behavior directly affects the consumption of goods and services. In 2022, we will have high interest rates, global inflation and, as a result, we project another economic and financial crisis that is worsened in Brazil by the October presidential elections. All that will directly affect our company’s expansionary strategy. It is time to understand and quickly adapt to this new scenario. We must look around in detail, perceive and optimize our availabilities, look ahead and, with short-term actions, create innovative alternatives; so as to adjust our strategies in order to continue moving forward. Finally, I reinforce the invitation to remain united and committed, without ever renouncing our VALUES. We have to continue fulfilling the daily MISSION of our Company, one that will certainly lead us to a greater objective, which is the achievement of our VISION. May we have health, strength and the same resilience as ever in 2022.

**So far, congratulations and thank you so much!**



**Gustavo Pozzebon Stock  
CEO**



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[brasiltecpa.com.br](http://brasiltecpa.com.br)

