

INTEGRATED REPORT

TBG 2021



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01

MESSAGE FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS

The year 2021 was a milestone marked by many improvements in our response time to the health crises experienced around the world. In the context of coping with the Covid pandemic, global efforts, and particularly those undertaken by Brazil in favor of public health, have all greatly contributed to assure the continuity and expansion of economic activity. In this same context, the importance of the gas sector, accounting for approximately 10% of the Brazilian energy matrix, is even more evident because of the high potential for receiving new investments and whose positive results are expected to spread through the entire Brazilian society.

In this sense, the growth of market agents' expectations for a more open and competitive sector, very attractive to new investments, required the publication of a new, dynamic legal framework. Filling the relevant legal gap in the natural gas sector, 2021 was marked by regulatory developments that culminated in the approval and publication of the New Gas Law. The rules of the new legal diploma will encourage competition in the New Gas Market, a sector that shows a growth trend in its participation in the country's energy matrix. The prospects for investments are very promising and so, TBG was present, in 2021, with its unequivocal pioneering spirit, already developing studies for the formation of a priority portfolio of new projects.

It was in this context of "facing new challenges", that TBG spared no effort to maintain its leading role in the gas market. The excellent results achieved reflect the adoption of innovative initiatives and technologies in the Brazilian natural gas market and the remarkable effort of our teams to achieve the most challenging goals.

As a reflection of the New Gas Law, we highlight the reactivation of TBG's Business Venture Management area dedicated to the investment opportunities made possible by the new legislation. We can highlight the expansion of the Southern Section of the Gas Pipeline, starting with the construction of the new entry point in the municipality of Garuva/SC. After authorization from the regulatory agency - ANP, the work will begin and should be completed in three months, so that the process of internalizing the supply of gas in a region experiencing a strong repressed fuel demand. This work is only one of the new projects



► Márcio Sette Fortes
Chairman of The Board of Directors

planned in 2021 that will be part of the TBG new business development strategy.

The strong restrictions experienced worldwide in an atypical year did not prevent and in fact, stimulated the emergence of corporate sustainability initiatives. At TBG, the commitment to overcoming social, environmental and governance challenges is ongoing. The engagement with ESG practices, for greater visibility of remedial actions, considered mapping the efforts that prioritized the guidelines developed in the areas in question. The goal is to consolidate the ESG Program, encompassing these three pillars, in order to propagate and enhance positive impacts on society and, equally, contribute to disseminating good practices among our stakeholders and the community as a whole.

Regarding the incorporation of innovations and technologies, the opening of the gas market during the context of the pandemic also accelerated digital transformation projects at the company. In addition to facilitating the operation and maintenance of mandatory activities at our installations, the use of resources such as smart glasses and drones reduced the need for people to move around the company, thus increasing the protection of employees in relation to possible contagion by the new coronavirus. In this sense, the degree of automation already achieved by the company has been considered outstanding and now assures remote operation of the natural gas pipeline.

Within the context of innovations, another milestone must be mentioned; the TBG Capacity Booking Platform (POC) – a virtual joint business platform, with other transporters, created and launched by TBG in 2020. This is an electronic marketplace that is unprecedented in Brazil and which will definitely enhance market activity through the virtual offering of business processes that provide market agents with easy access to new products/services, through Open Seasons, coordinated Open Seasons, additional product offers and shortterm products. Flexibility, speed, isonomy of access and transparency are the key aspects of this pioneer process that is contributing to the configuration of a modern gas logistics solutions provider in the national gas grid.

I must also make mention of the very fine work, started

in 2020 and consolidated in 2021, which resulted in new investments for implementing improvements aimed at reinforcing the company's data security system.

Looking at the measures taken to prevent accidents at work and occupational diseases, TBG remains permanently focused on the safety of all our employees. It is worth noting that in 2021, TBG completed almost eight years without lost-time accidents. Every year the company develops an extensive portfolio of differentiated training programs that reinforce our accident prevention philosophy, whether in the work environment, at home or when driving a vehicle. The TBG safety culture is a consolidated reality that benefits all employees and their families.

Further to the context of work and workplace adaptations made in view of the global pandemic, in 2021, the project to renovate our headquarter offices in Rio de Janeiro, Campinas and Hortolândia, the company modernized our workplaces now suitable for hybrid work, a reality, which should result in annual savings of more than BRL 3 million.

In this environment, without accidents and without operational failures or shutdowns, while maintaining the reliability index of the gas transport system at 99.43%, the company delivered an average of 24.5 million cubic meters of natural gas per day. One of the best results in terms of volume in the last five years, especially due to the gradual recovery of the economy and the growth in the use of natural gas for thermoelectric generation facilities.

To close, it should be noted that this package of initiatives resulted in a significant increase in EBITDA, in the order of R\$ 1.43 billion, which represents the best result in the last five years. The continuity of financial strength and our pioneering spirit, combined with the best environmental, social and governance practices, sum up our ever-growing corporate sustainability.

These and many other initiatives are detailed in this Integrated Report.

So, please read on and learn more about TBG results in 2021!

Márcio Sette Fortes

Chairman of the TBG Board of Directors

“TBG spared no effort to maintain its leading role in the gas market. The excellent results achieved reflect the adoption of innovative initiatives and technologies in the Brazilian natural gas market and the remarkable effort of our teams to achieve the most challenging goals.”

02

MESSAGE FROM THE CEO – THE CHIEF EXECUTIVE OFFICER

DEAR READERS,

Transportadora Brasileira Gasoduto Bolívia Brasil, throughout its history, has stood out among the players in the large-volume natural gas transport system in Brazil. TBG values are based on ethics, have a focus on results, innovation, respect for life and the environment, operational excellence and cooperation; they all contribute to guide company business, serving as a reference for all our collaborators.

When recalling the major achievements made by TBG and the past challenges that have solidified all our successes, we consider it necessary to emphasize the pride of working alongside highly trained and dedicated professionals – our greatest asset. A team of excellence that knew how to adapt to Industry 4.0, which promoted profound changes in the production area. Recent milestones in TBG's operational activities include: the launching of the New Gas Market Program, on July 23, 2019, and the New Gas Law (Law 14,134), enacted on April 8, 2021, that has fostered new dynamics in the sector.

This legal upgrade allowed for development of a truly strategic revolution in the company. In addition to expanding our gas transport capacity, the search for new partners and customers and new business became vital. This adaptation became even more challenging, as it required resilience and creativity capable of overcoming the obstacles arising from the global covid-19 pandemic, as declared by the United Nations (UN) in March 2020. In spite of this worldwide scenario, TBG obtained a very good performance throughout in 2021, while safeguarding company assets and taking very good care of our collaborators.

TBG is a dynamic company, completely renewed and prepared for the new gas market that is beginning to take shape in the country. The expanded opportunities for commercial transactions, hitherto unheard of in the natural gas area, are already multiplying in a very short time, and have been gradually gathering force. The initiatives will be detailed in this Integrated Report, but I wish anticipate some of these by briefly mentioning a few highlights as follows.



► Cynthia Santana Silveira
CEO

In 2021, our corporate structure was renewed, with the entry of the Belgian company, Fluxys, a specialist in gas transport in Europe and, at the same time, the reaffirmation of the trust of our partner, YPFB Transportes, a specialist in this same activity in Bolivia, which increased its participation in the asset. Harmonically integrating our partners into TBG, together with its controlling shareholder, within this new regulatory and commercial environment, will allow us to combine different experiences to expand our operational excellence.

In 2021, we started structuring the ESG (Environmental, Social and Governance) Program. Through an evaluation made by a specialized consultancy, the company selected all the actions already carried out on this topic. The study continues in 2022 with the identification of new opportunities for improvement and further definition of the activities that will be implemented.

The opening, in October, of the head office represented a milestone as it incorporated the collaborative work model, in an open space, and various concepts related to energy savings and facilitating the environment of integration and innovation.

During the year, the consolidation of the Capacity Booking Platform (POC) created as a tool created to act as a virtual commercial environment for contracting transport capacity in gas pipelines was of major impact. An idea conceived and implemented by the TBG team, this innovative gas transport logistics products and services platform offers the market a range of options, providing new opportunities to make our product portfolio more flexible and expand our portfolio of new customers.

In 2021, the POC incorporated important members, namely, TAG and NTS gas carriers, and their first product offerings. TBG, in turn, regularly made available, throughout the year, annual product offers and short-term products, and prepared the Open Seasons to receive proposals.

It is also worth mentioning that the expansion of our facilities from the connection point with the Terminal Gás Sul (TGS) on the Itapoá-Garuva stretch was approved in 2021 and will begin operations in 2022. The expansion will represent a total increase in natural gas offer of approximately 13% to the consumer market in Santa Catarina.

*The challenges are many
and the business fronts are
multiple. Working as a team
guided by our Mission
statement, TBG will prioritize
activities that generate effective
value for the company,
its shareholders,
its customers and society.*

We will always move forward with a focus on our values, never forgetting the purpose of our activities, in a safe manner, backed by the highest standards of integrity and compliance, and maintaining the company's vocation for originality.

The new year, 2022 will be a watershed year. As natural gas has become an essential component at this time of transition in the national energy matrix, the opening of the Natural Gas Market will require intense work to adapt to the new resolutions within the regulatory framework. The leadership and training of our teams will once again be placed at the service of society. It is imperative, therefore, that TBG continue to expand the path to reach our goal of growing, constantly, in volume, transport capacity and in the number of customers.

Let us make TBG more modern, more digital and more agile every day. And, in this way, enhance our capacity for transformation and consolidate the company's long life and service.

Enjoy your reading!

Cynthia Santana Silveira
CEO



► City Gate construction in the
Garuva Municipality, in Santa Catarina

03

ABOUT THIS REPORT

TBG presents its annual business results through a Management Report, in the form of an Integrated Report. In compliance with current regulations, this Report meets the requirements set forth in Law 13,303/2016, Law 6,404/1976 and the guidelines in a booklet published by the Federal Audit Court (TCU) dealing with transparency, sustainability and governance. The Report is based on the principles and elements recommended by the framework proposed by the IIRC - International Integrated Report Council.

Included in this document the reader will examine our Financial Statements; the Integrated Report contains information covering the period from 01/01/2021 to 12/31/2021. This document therefore, unifies both financial and non-financial information for the purpose of increasing corporate transparency and improving the quality of the information presented demonstrating how the strategy, business performance and perspectives, in the internal and external contexts, lead to the generation of value. for the company.

Throughout the publication, we will indicate the interfaces of TBG's performance with some of the 17 Sustainable Development Goals (SDGs) proposed in the 2030 Agenda by the 193 member countries of the United Nations (UN). Sharing best business practices has been designed to consolidate the value of corporate sustainability and strengthen collaboration between companies and nations, in order to reduce negative impacts on society.

In a transition scenario, looking at the New Gas Market and the changes required by a global pandemic environment,

the implementation of structural changes at the company and in its relation with the market has become unavoidable. We are, therefore, building the foundations to maintain our leadership and pioneering role in the Natural Gas Transport sector.

TBG has been mapping new business opportunities and developing new products to expand the company's operations in the sector, adding value and profitability to the business and society. In addition, and over our 22 years of operation, the company has continually improved processes, without forgetting our commitment to our social role and the need to strengthen our corporate culture.

The content of this Report was validated by the Executive Board and approved by the TBG Board of Directors. The TBG Financial Statements for the year ended 12/31/2021 were analyzed by the Statutory Audit Committee and the Fiscal Council, in addition to being audited by an independent company and prepared in compliance with the requirements of current legislation.

To learn about the company's performance, we invite you to read this document, which expresses the essence of TBG, its Mission and Performance in this last year as well as the values that seek not only to increase productivity and financial performance, but also play our part in the construction of a more just and ethical, a more environmentally sound society.

For further information please refer to the TBG virtual communication channel: <http://www.tbg.com.br>



04

WHO
WE ARE

▶▶ THE PIONEERING SPIRIT IS OUR VOCATION

Our history dates back to the 1930s, when technical studies began for the bilateral agreement for the purchase and sale of oil and natural gas, which resulted in the construction of the Bolivia-Brazil Gas Pipeline in the 1990s.

Thus, the Transportadora Brasileira Gasoduto Bolivia-Brasil (TBG) was created on 04/18/1997, and the Gasoduto Bolivia-Brasil (Gasbol) started its natural gas transport operation in 1999.

We played an important role in the history of natural gas in Brazil.

We were the pioneers in gas pipeline project financing, and continue consolidating our operating capacity every day.

TBG is acknowledged as the pioneer in the transport of large volume, pressurized natural gas in Brazil.

We are the first natural gas carrier in the country to have our own operation and maintenance management system, which makes us a national reference for cathodic protection, compressor operations, metrology and pipeline and right-of-way maintenance.

We held our first Open Season in August 2019.

We introduced the 'entry and exit' contractual regime in the Brazilian market for natural gas pipeline transportation services. Our first transport contracts with the winning shippers were signed in December 2019.

In 2020, we implemented an unprecedented virtual environment (marketplace) in Brazil, launching the online, electronic Capacity Booking Platform (POC).

In 2021, the sale of short-term products, inaugurated in an unprecedented way in 2020, provided commercial

opportunities in the short-term natural gas market, totaling 1.4 million m³/day, and made it possible to adjust situations such as an imbalance of shippers, optimizing logistics in the transport network and adjusting conditions to the reality of each business demand.

In 2021, due to the coronavirus pandemic, we continued for much of the year to remotely operate and supervise our gas pipeline assuring the absolute safety of our collaborators while maintaining control standards at the high levels similar to the period prior to the pandemic -our system controllers worked every day from the safety of their respective home offices. At the end of the year, with the completion of our new head offices, our control room returned to normal operations and, now, we enjoy the benefit of being able to operate our pipeline from company and home-based locations.

▶▶ HOW WE WORK

The TBG operational system is made up of remotely operated installations and include; 15 Compression Stations, 47 City Gates, 3 Inlet Points, 9 Outlet Zones, 3 Gas Metering Stations, and a variety of other installations that ensure the continuous operation of the national natural gas transmission grid. We operate, maintain and deploy our gas transport pipelines with total safety, sustainability, and efficiency, agility, and operational reliability which are the parameters that guide and guarantee the excellence of our services and performance.

TBG TANGIBLE ASSETS

| | | | |
|-------|-----------------------------|---|-------------------------------------|
| 2.593 | Kms of Land-based Pipelines | 4 | Measurement Stations |
| 47 | City Gates | 2 | Pressure Reduction Stations |
| 3 | Entry Points | 2 | Estações de Medição Operacional |
| 9 | Exit Zones | 1 | Interconnection HUB in Paulínia -SP |
| 15 | Compression Stations | 1 | Supervision and Control Center |

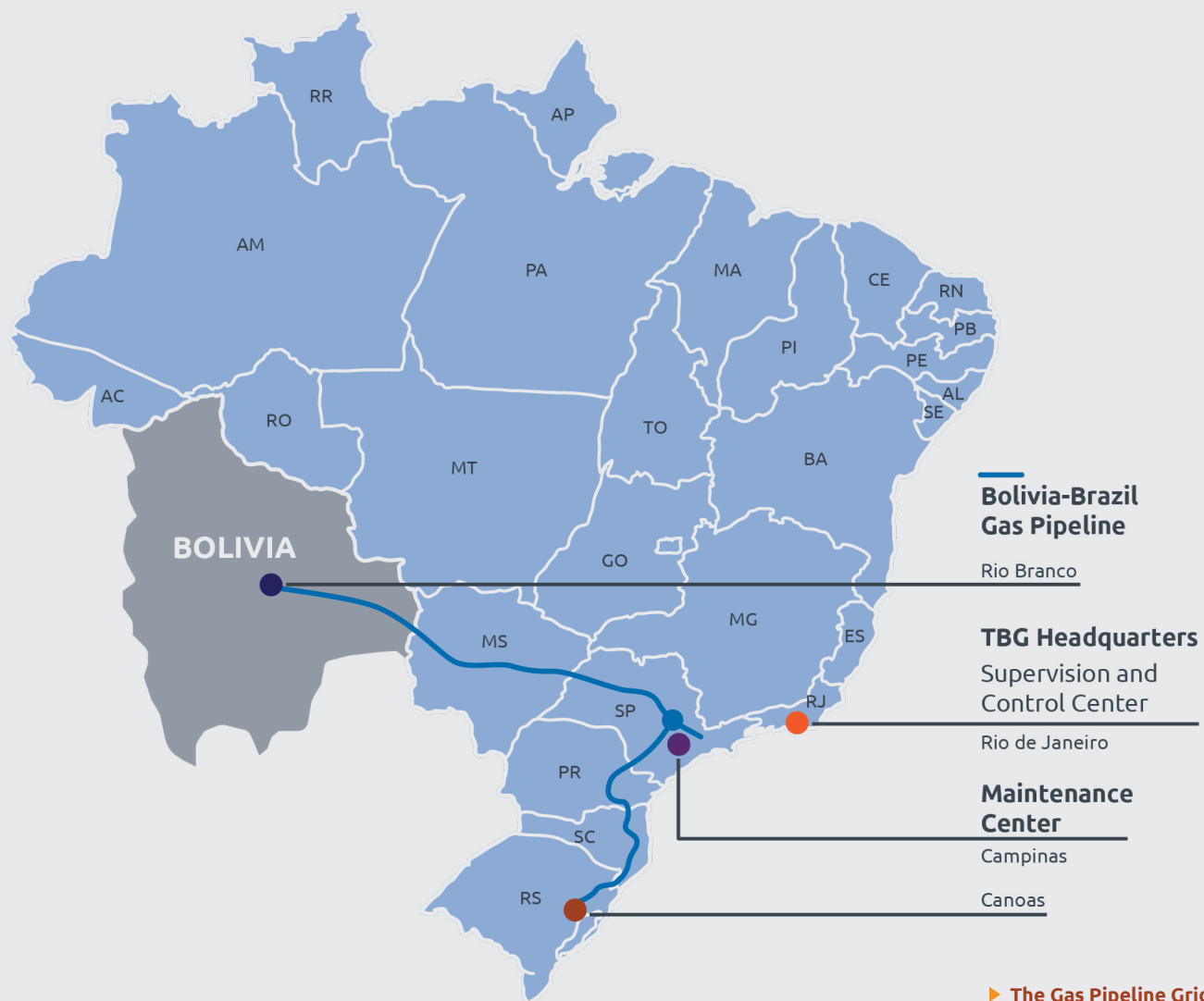
We serve consumers in the states of Mato Grosso do Sul, São Paulo, Paraná, Santa Catarina and Rio Grande do Sul. We also have connections with other gas transport pipelines in the national network through interconnections in São Paulo, namely with the NTS carrier, and in Rio Grande do Sul, with the TSB carrier.

We supply natural gas to regions that collectively represent more than 50% of the National Gross Domestic Product (GDP). Our gas pipeline is physically connected to seven distributors and thousands of end consumers in these regions, integrating a country-wide market area. We also supply diverse thermoelectric plants and refineries located close to the route linking our facilities.

TBG is well known for its high-quality operational teams and specialized technical staff that, carry out constant inspections and maintenance routines required by our gas pipeline and other strategic facilities.

The operational flexibility of TBG facilities makes it possible to transport both Bolivian gas and processed gas within the national territory, through the inversion of the gas transport flow at the Campinas-Rio gas pipeline Measurement Station (Emed Gascar), located in Paulínia, São Paulo. This makes it possible to take advantage of the diversify of origin of the gas transported in the grid.

TBG has the experience to develop and implement new natural gas transportation and handling projects. Our portfolio of solutions includes the provision of operation and maintenance services for these assets, as well as the technical expertise in related areas such as basic and executive engineering, metrology, pipeline integrity and thermo-hydraulic simulation, among others.

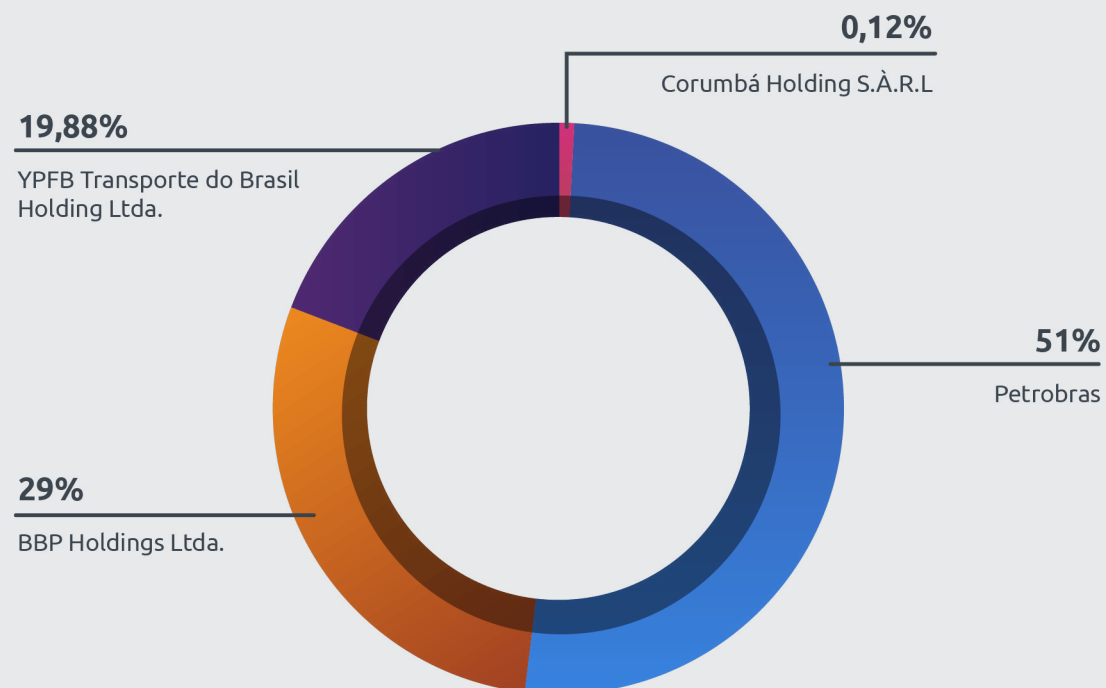




► **Compression Station at Paulínia, São Paulo.**

► SHAREHOLDER STRUCTURE

Currently, TBG has the following shareholder composition:



Fluxys S/A owns 100% of Corumbá Holding shares; Corumbá detains 66.67 % of BBPP Holdings Ltda. shares, and Fluxys International (100% owned by Fluxys S/A), holds the remaining 33.33%.

► TBG Shareholder Composition

TBG was founded in 1997, backed by a financial project of 1.7 billion US dollars, a pool of capital that included relevant institutions, such as the World Bank, Marubeni Corporate, EIB, IDB and others.

In January 2021, the European gas infrastructure company – Fluxys - and institutional investor from EIG Global Energy Partners closed an agreement to transfer the minority shareholding that EIG held in TBG, through the Corumbá Holding company.

In April of the same year, YPFB, Fluxys and Total Energies reorganized their shareholdings in TBG. With the sale of shares by Total Energies, YPFB increased its stake from 12% to 19.88%, while Fluxys expanded its partnership from approximately 27.5% to 29.12%.

► ORGANIZATIONAL IDENTITY

MISSION

Providing the best logistical solutions connecting natural gas offers to the markets generating value for the benefit of the sustainable progress of industry, thermoelectric generation, and home heating.

VISION

To be the reference in the Brazilian natural gas market for its pioneering and transformation capacity.

VALUES

Respect for life and the environment. Ethics Focus on Results. Operational Excellence. Innovation and Cooperation.

MANAGEMENT POLICY

Strengthen business management in the natural gas pipeline transport sector, ensuring safety, reliability and operational efficiency, prevailing pioneering spirit, innovation, incorporation of social and environmental aspects, adding value to stakeholders and compliance with the requirements of business and regulatory guidelines, while striving to maintain a respect for life, people and the environment.

Approved by the Executive Board on 01/25/2021, TBG's new Organizational Identity reinforces our commitment to the sustainable development of the industry and the well-being of society and Brazil.



► Pipeline at the Paulínia/SP Compression Station



05

NEW BUSINESS
AND THE NEW
GAS MARKET



GÁS
NATURAL

►► APPROVAL OF THE NEW GAS LAW AND IMPACT ON TBG

Law 9,909/2009 was enacted for the purpose of organizing and stimulating the growth of natural gas in the Brazilian energy matrix. However, over time, the gas industry realized that the modernization of the sector was necessary, in order to promote a competitive environment and attract new players.

With this perception, the Bill (PL) 6,407/2013 was approved by the Brazilian National Congress, recommending changes in Law 9,909/2009 to encourage greater competitiveness in the sector and promote natural gas as an energetic driver of the Brazilian economy.

In 2016, the market started a debate on the changes necessary for the development of the sector through the Gas for Growth Program. Proposals were then defined for the modernization and de-verticalization of sector activities, considered essential for the development of the Brazilian market, in the face of a scenario with an ever-increasing reduction in Petrobras' participation in the sector. This initiative ended in December 2018, and was later replaced by the New Gas Market Program.

At the same time, Bill 6,407/2013 was being processed in the National Congress, which, even after numerous amendments approved and rejected from the original PL, the Bill did not reach the necessary sectoral consensus. In 2020, the original PL was replaced by the Amendment/Substitute of the Senate nº 4476/2020, after much consideration by the senate committees until its approval, in April 2021.

The New Gas Law brought into place the legal framework necessary for the implementation of the European model for contracting transport capacity (Inputs and Outputs System), which began 15 years ago with the objective of promoting the supply of the input through a liquid and deverticalized market.

Soon after the publication of New Gas Law 14,134, dated 04/08/2021, Decree No. 10,702 of 06/02/2021 was

published, which regulates the aforementioned Law. In addition to and for the purpose of updating the existing regulatory framework, the National Agency of Petroleum, Natural Gas and Biofuels (ANP), published a regulatory agenda with a review of its Resolutions (RANP's), in order to complement the Law and the Decree.

The New Gas Law promoted the following main changes in the market;

- Formalization of the methodology for contracting gas offer capacity in the Entry and Exit model, already adopted by TBG since 2019;
- End of the concession regime and entry into force of the authorization regime for the construction, expansion, operation and maintenance of gas transport pipeline facilities.
- Defining the rules of independence for the transport sector, restricting the participation in the sector to companies that operate in natural gas commercialization activities;
- Creation of the Market Area Manager, who will be answerable to the ANP for non-compliance within the obligations provided for by law and regulation;
- Establishment of rules for classifying gas transport pipelines;
- Creation of the Transport System Users Council, with the participation of shippers; the Council is responsible for monitoring the transport activity together with the ANP;
- Establishment of the possibility for carriers to provide for exchanges of ownership within their pipelines, to increase market liquidity. Ownership exchanges require the creation of a Virtual Trading Point within each market area.

►► NEW GAS MARKET

In 2021, we consolidated our transition to the New Gas Transport Market by adopting several initiatives focused on developing the sector and adapting our activities to the new market scenario. They are directly related to offering gas capacity to the market through products and processes based on the best international practices adapted to the Brazilian reality.

TBG was the first natural gas carrier to adopt the new model of entry and exit contracts, which replaced the postal model of contracting transport, following the European model as a reference.

In 2021, we signed a partnership agreement with NTS and *Transportadora Associada de Gás* (TAG) to share the Capacity Booking Platform (POC) <<http://ofertadecapacidade.tbg.com.br>>. This is an electronic, digital channel aligned with the objectives of the New Gas Law, that is; to operate in the first virtual environment (marketplace) in the Brazilian market. The agreement provides for administrative co-participation in the development, maintenance and operation of the digital platform and also allows the participation of agents from other segments of the natural gas chain. Every five years, one of the companies will be responsible for managing the platform according to a rotation system. TBG is the first platform manager, with a mandate from 2021.

▶▶ TBG PIONEER SPIRIT IN THE NEW BUSINESS

When looking at the company's Strategic Planning, specifically in meeting the "New Business" scenario, TBG has been looking for opportunities that demonstrate synergy with its core activities and competencies, as a way to profitably diversify the portfolio and generate cash flow for the company.

In 2021, and moving ahead with the opportunities identified in the previous year, the company has consolidated some of these objectives, namely:

Signing of a contract and providing consultancy services in the Open Season Process for contracting capacity with Transportadora Sulbrasileira de Gás (TSB). The objective was to support the company in the development of documentation to be sent to the Brazilian regulatory agency – ANP. Documents included: bidding notice, tariff proposal and contractual drafts for the provision of long-term capacity offers starting in 2022; and...

- Provision of technical training services for NTS employees in the Operational and Maintenance areas, pursuant to a contract signed in 2020;
- Development of the Regional Pipeline Expansion Plan, whose business model proposes to expand the TBG pipeline network through the construction and operation of pipelines for transporting natural gas derived from the trunk line. This expansion aims to interconnect new LNG terminals and new sources of Brazilian offshore gas supply. The objective is to contribute to the analysis of the Indicative Plan for Gas Pipelines (PIG), to be made available by the Energy Research Company (EPE) in 2022;
- Signing of a Term of Commitment with the company, New Fortress Energy, for the construction and assembly of a new entry point in the municipality of Garuva/SC. Work will cover a distance of approximately 200 meters and will enable the interconnection to receive natural gas from the South Gas Terminal (TGS), located at a distance of 31 kilometers, resulting in the addition of a new gas source to supply TBG transport system. According to the current schedule, the infrastructure will be operational in the first half of 2022;
- Development of a business model to meet the short-term demand of distributors (CDLs) in the southern region of Brazil, through LNG Small Scale integrated logistics with the transport system. Some Memorandums of Understanding (MOU) have been signed with potential partners; negotiations are ongoing.

►► ENTRY AND EXIT MODEL AND ACTIONS WITH OTHER AGENTS

The consolidation of the Entry and Exit model, a contracting regime in which the injected gas can be withdrawn at any point in the system through negotiations that are freer of molecules, demands a series of initiatives, such as the existence of a Virtual Trading Point, balancing mechanisms and the creation of network codes to harmonize and allow system optimization.

TBG, together with the other carriers, within the scope of the Association of Natural Gas Transport Companies by Gas Pipeline (ATGÁS), has been working on these initiatives and analyzing the demands of market agents, producers, traders, distributors, thermoelectric plants (UTE's) and industries, among others, so that the products offered can be improved and customized, when possible.

For each strategic initiative, a working group was created, formed by members of ATGÁS and associated carriers, to prepare documentation and carry out studies that support the proposals for improving the transport sector.

TBG has been working to ensure that the work of ATGÁS is prioritized and aligned with the ANP Regulatory Agenda, in order to assure agility in responding to society, within the high standards of governance, integrity and austerity of resources.

►► OPEN SEASONS AND SHORT-TERM PRODUCTS

Open Season ANP 02/2020

Upon approval by the ANP, TBG concluded in 2021 the promotion of Open Season 02/2020 (CP02) for contracting Entry and Exit Annual Firm Capacity Products in the period 2021-2025.

The winning bid was awarded to Petrobras, which has rights to, for the year 2021, close to 9.9 million m³/day of transport capacity in Exit Zones and 3 million m³/day at the Emed Gascar/SP Entry Point.

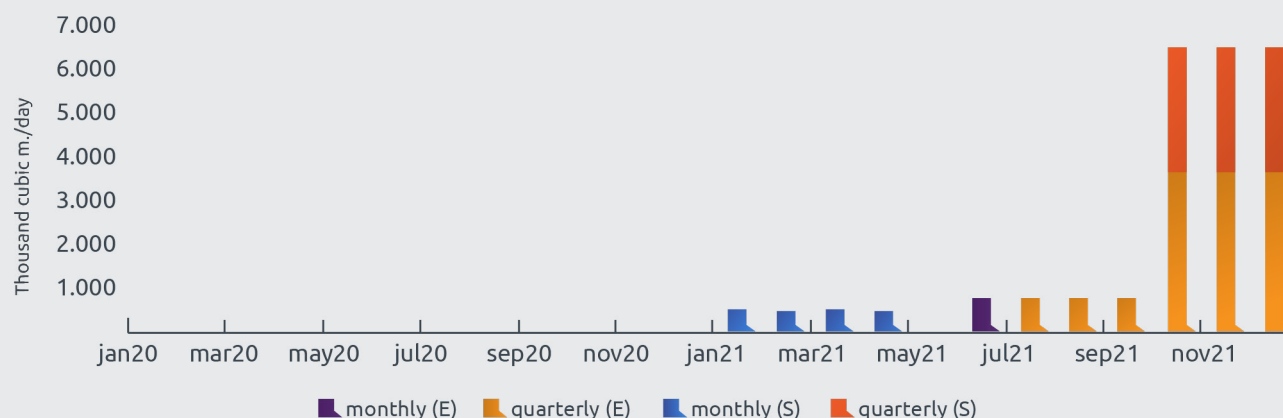
This capacity contracting is added to the Legacy, TCO and TCX Contracts and allowed TBG to carry 7.7 million m³/day of natural gas in 2021. The TCX contract ended on 12/31/2021.

Consolidation of Short-Term Products

Other Short-Term Products are available daily, monthly and quarterly, and were created to meet the demands of clients with a seasonal and short-term profiles, while assuring flexibility, agility and predictability in contracting. The contracts are celebrated without the need to create Open Seasons.

In this modality, the transport capacities offered for contracting in the short-term are firm and readily available, as they are surplus remnants of the Annual Open Seasons. Interested shippers can request the contracting of capacity, quickly and according to their interests, selecting one or more products (daily, monthly and quarterly), the desired entry point and/or exit zone. To do so, agents may enter the POC, via the Internet link <<https://www.ofertadecapacidade.com.br/home>>. This resource is shared by the other carriers.

In 2021, TBG's Short-Term Products have established themselves as an important market flexibility tool, as can be seen in the following chart, which illustrates the capacity contracts carried out.



ANP Open Season 03/2021 and Incremental Firm Capacity Offer for 2022

ANP Open Season 03/2021 (CP03) deals with the firm capacity to be offered on the available capacity through 12-month contracts (calendar year) for the horizon from 2022 to 2026.

In July 2021, TBG presented to ANP, the draft for the organization of the Open Season 03/2021 (contractual drafts and tariff proposal) for the Agency's deliberative procedures.

In October 2021, the Open Season 03 documentation and its annexes were made available for public consultation by the market for 15 days. The result of the comments and suggestions by agents were forwarded by the ANP in November 2021, but as the process could not be launched on the scheduled date, the offer of firm transport capacity for the period from 2022 to 2026 will be given a new agenda.

The proposal for the offer of the incremental capacity for 2022 was submitted and approved by the ANP in December 2021. On 12/17/2021, the additional gas capacity auction was held for the allocation of annual firm capacity products in 2022. Petrobras was the only participant in the process, and as such, was awarded the capacity offered.

The internal approval process for CP03 by the ANP was only concluded in January 2022, which will result in new contracts only starting in March 2022. Once the Open Season 03 promotion process is completed, the signed contracts will replace the contracts related to the incremental capacity allocation offer mentioned above.

Formalization of Incremental Open Season No. 01/2021

The Incremental Open Season 01/2021 provides for the offering of incremental capacity in the transport system through the expansion and/or construction of the TBG gas pipeline transport capacity.

The efforts undertaken by TBG resulted in work meetings to understand the Notice issued by the ANP, including topics such as contractual terms, establishment of connection contracts, determination of tariff elements, use of the regulatory account and rate of return on capital employed.

TBG presented to the ANP a preliminary and conceptual proposal for the use of "connection contracts", which can be made at any time, thus not being linked to incremental open seasons. In this format, incremental offers are exclusively directed to increasing the system's transport capacity. Connection contracts are intended to connect new entry/exit points on a regular basis and at any time, eliminating the need to offer via open seasons.

Once the adaptations and improvements to the Incremental Open Season notice have been approved, the ANP will present it for public consultation. The expectation is that the public consultation will start in the first half of 2022 and that the process will be concluded in the last quarter of this same year, after the signing of the contracts.





06

**ESG
ENVIRONMENTAL,
SOCIAL AND
GOVERNANCE**

► ORGANIZATION OF THE TBG ESG PROGRAM

In line with TBG business management policies, the ESG Program was started in 2021. Implementation of the Structured ESG Project is currently in progress and scheduled to take place in 2022. The company has contracted a specialized consultancy and is presently, in a joint effort identifying and listing all ESG actions already in place, others underway and/or in progress and planning and finally, being evaluated in comparison to other initiatives in the market. Interviews have been carried out with various management area at TBG and the result of this work was submitted for validation by the Executive Board and subsequently presented at a meeting of the TBG Board of Directors.

The main pillars of the TBG ESG Program include:

- Robust environmental management – there are no environmental liabilities. All environmental compensations were carried out, as well as all conditions of the Operating License were met;
- Combating covid-19 - TBG has become a positive reference in relation to health protocols and the low number of contaminated collaborators;
- Synapses Project – TBG's Change Management and Organizational Culture Plan;
- More than seven years of uninterrupted work without lost time accidents – TBG is seen as a positive reference in the gas transport industry, the result of numerous processes and associated controls;

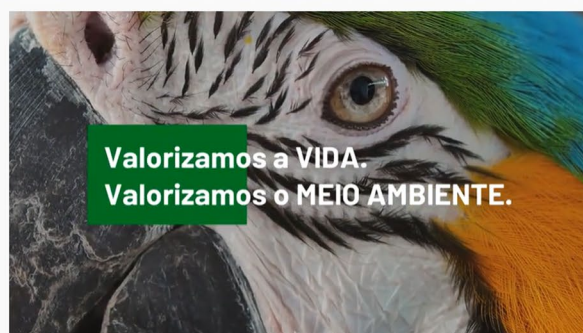
In parallel with the TBG ESG process under development, several social media actions have been developed and published on the TBG Portal, LinkedIn, Instagram and YouTube channels.



OUR VALUES - RESPECT FOR LIFE AND THE ENVIRONMENT: contributing to the protection of the ATLANTIC RAINFOREST.



OUR VALUES - RESPECT FOR LIFE AND THE ENVIRONMENT: protecting trees, bromelias and orchids.



RESPECT FOR LIFE AND THE ENVIRONMENT: preserving the Pantanal ecosystems.



TBG - Transportadora Brasileira Gasoduto Bolívia-... [+ Seguir](#) [...](#)
13.063 seguidores
6 m •

We value LIFE.
We value the ENVIRONMENT.

We preserve the VEGETATION.

We planted 158 thousand trees in the Sapucaia Private Reserve, Rio Grande do Sul.

We impeded 22 thousand tons of CO2 emissions into the atmosphere.

TBG Values: Respect for Life and the Environment.

See the English version of the video at: <https://lnkd.in/ebp3zwZ>

Visit our site at: <http://www.tbg.com.br>

Subscribe to our YouTube channel at: <https://lnkd.in/eEKFJJR>

Learn more about our POC - Capacity Booking Portal at:

<https://lnkd.in/eJY8BXEk>

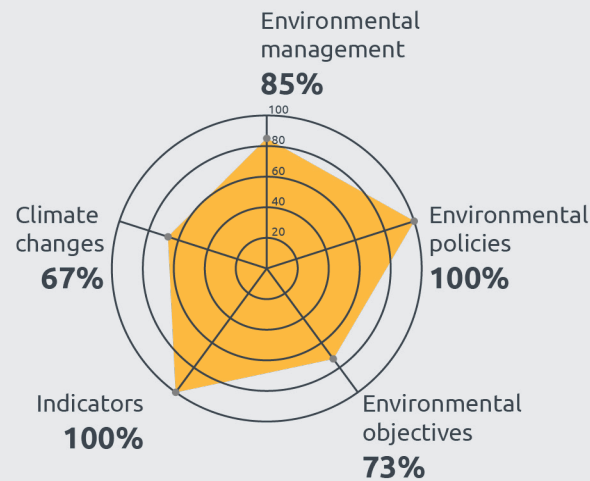
#tbg #gasnatural #meio ambiente #preservacaol #natureza #vida



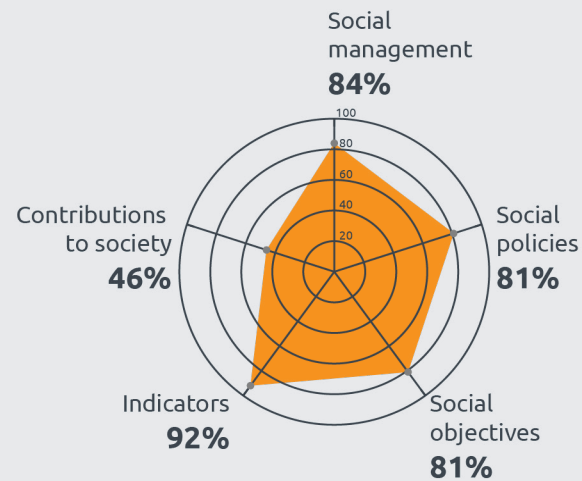
The results demonstrated below, from Project Phase 1, demonstrates TBG's classification as "Excellent", in the ISE - Corporate Sustainability Index, which is the Latin American indicator created in 2005 by B3 that assesses the performance of companies recognized for their commitment to corporate sustainability.

MATURITY ANALYSIS OF THE TBG ESG SYSTEM VS B3 ISE

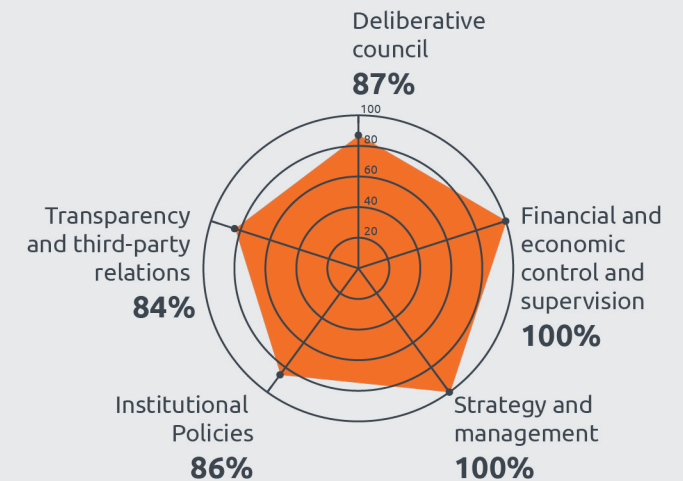
Environmental Management System Maturity Analysis - 85%



Social Management System Maturity Analysis - 77%

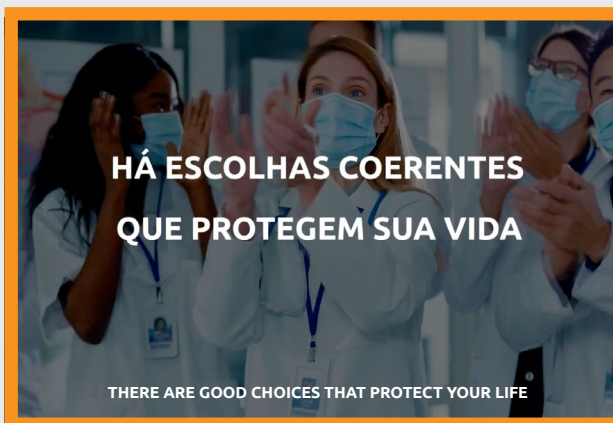


Governance System Maturity Analysis - 91%



► Maturity Analysis of The TBG ESG System VS B3 ISE

The study continues to identify improvement opportunities and requires regular analysis of an action plan that will continue to create value for the company. It will also help to define the activities needed to support the on-going implementation process of the TBG Structured ESG Project in 2022, and the maintenance and subsequent disclosure of Project information to the market.



► Covid-19 Preventive Actions Campaign

► CHALLENGES OF THE CORONA VIRUS PANDEMIC

Since the beginning of this global crisis in 2020 and throughout 2021, TBG has been facing and overcoming obstacles to assure the health of company collaborators while assuring pipeline operational continuity. We have developed a portfolio of products and services to combat the new coronavirus pandemic, starting with the establishment of the TBG Covid Crisis Room, on 03/14/2020, still in operation and with the participation of senior management and important management areas supporting the decision-making process.

Some of the important measures the company has taken to combat the pandemic are listed below:

- Implementation of protocol measures to control the spread of the new coronavirus on the company's premises, focusing on 2 goals: assure the health of our collaborators and defend the continuity of our pipeline transport services
- Provide Specialized medical advice, contracted to offer medical/scientific support;
- Implementation of the "Redline TBG" (0800 026 0400) – a direct line for collaborators and service providers for updated information related to all Covid-19 issues;
- Weekly self-test available to all TBG staff to assess the risk profile of covid-19, and make an assessment of any resulting emotional problems, to personalize and stratify risks and precautions taken against the pandemic;
- Weekly monitoring of the Operation and Maintenance schedule, Infrastructure and the number of personnel by the Human Resources area, by the Crisis Room team;
- Acquisition of the Anti-Covid kits (mask and alcohol gel 70%) for use by collaborators working in the company Compression Stations (Ecomps) and offices;
- Organization of social media "lives" on topics related to the health issues for all TBG collaborators;
- Official publication (Covid panel) for analysis of the external environment, providing information on contagion, mortality rates and Covid-19 monitoring curves;
- Internal dissemination of the 10 Golden Rules to prevent covid-19, in addition to banners installed in all TBG operational units;
- Regular awareness and prevention campaigns for the entire workforce;
- Emotional Support Group/GAE, with specialized medical advice;
- Covid Passport – System for daily monitoring of access to the company's units, to control the spread of the new coronavirus.

TBG continues to maintain intense efforts to preserve the health of our people and will continue to be a reference in the natural gas industry, supported by the low numbers of people infected by covid-19 in 2021, among our own staff and service providers.

AUTORIZADO

09:12

HERAH

TBG

TBG

NOME DO EMPREGADO

CPF

AVALIADO EM: 25/08/2021 09:12:01

PERMITIDO REALIZAR ATIVIDADES PRESENCIAIS

NÃO AUTORIZADO

21:50

HERAH

TBG

TBG

NOME DO EMPREGADO

CPF

AVALIADO EM: 24/08/2021 21:49:50

NÃO REALIZAR ATIVIDADES PRESENCIAIS

Telefone

REDLINE
0800 026 0400

► Covid Passport

10 GOLDEN RULES FOR COVID 19 PREVENTION



DAILY QUESTIONS AND HERAH SELF-TEST

Before leaving your home, always ask yourself every day the following four questions to analyze your risks. In the event that one answer is positive, please immediately call the Red Line and remain online until the company medical assistance group can verify your situation. Service providers must respond to the five questions daily in a similar protocol quiz. Managers must maintain control of the worksheets and information flow for the GSMS. Answer the HERAH Self-test.



ANTI-COVID KIT

Always maintain your anti-Covid Kit handy, containing disposable gloves, surgical masks and 70% alcohol gel whenever you leave your home or until you are return to your residence.



PERSONNEL ROTATION

As an additional layer of personal protection: whenever you are in the Head Office or the Maintenance Control Center in Campinas, a weekly rotation of personnel should be maintained to minimize possible exposure to Covid virus.



TRANSPORTATION

Using individual transport vehicles, is a priority whenever you need to move from place to place to avoid social agglomerations as much as you can.



SOCIAL DISTANCING

Obey the simple rule of maintaining 2 m distance between people, an area of 4 m² from other individuals.



CLEANING YOUR WORKSTATION

Verify the hygiene conditions of your workstation before you begin to work; this includes all work utensils and the actual workstation including your keyboard and telephone, always make sure these products are sanitized using alcohol gel 70%. If you have any doubts you yourself should clean your workstation to avoid any contamination it is at all times prohibited eating and drinking in your workstation.



PERSONAL OBJECTS

Make sure your workstation has the minimum number of personal and work objects as possible, to avoid contamination.



HANDICAP SANITIZATION

When arriving at work, you must wash your hands using alcohol gel 70%. Watch them immediately with running water and soap during at least 20 seconds. Use the alcohol gel 70% dispensers which have been made available in locations around the office – use them always went in company units or when entering or leaving your workstation.



RETURNING HOME

1. When returning home, do not touch anything until you wash your hands.
2. Take off your shoes.
3. Remove your street clothing and put in a plastic bag and then into the clothes basket.
4. Leave your handbag, wallet, and keys in a small box at the entrance to your residence.
5. Take your bath or shower. If this is not possible, then wash with water and soap, all the exposed body parts.
6. Wash or Wipe down your cell phone and your glasses with soap and water or alcohol gel 70%.
7. Wipe down all external packaging that you have brought home with you from wherever you came.
8. If you are wearing gloves when sanitizing, take them off carefully, throw them in a disposal bin in wash your hands.
9. Disinfect your pets' paws after taking him into the street.
10. Remember that even if a complete washdown and disinfecting is not possible, do what you can; the idea is to reduce risks.



PERSONAL HABITS

Use disposable tissues to blow your nose or cough, and dispose of them immediately into an appropriate disposal bin. If you do not have a disposable tissue, please cover your mouth and nose with your forearm when you cough or sneeze. Then, wash your hands and your arm as soon as possible.

► Golden Rules

►► RESPECT FOR THE ENVIRONMENT AND SOCIO-ENVIRONMENTAL RESPONSIBILITY

Environmental Licenses

TBG has been awarded governmental environmental Operating Licenses and constantly monitors the eco-conditions to stay updated to continue qualifying for the Corumbá-Canoas section license issued by Ibama/DF as well as the Replan-Guararema section license issued by Cetesb/SP). It is also worth noting that there are no recorded liabilities in relation to eventual environmental compensations by the gas pipeline, that is, all actions related to the defense of the licenses have been implemented.

Looking at TBG sustainable development actions, in line with the issue of clean water and sanitation, we highlight the work carried out over the last few years in the preservation of the Environmental Protection Area - APA Guariroba/MS, work related to the conservation of the water source that supplies the city of Campo Grande/MS; the Gas Pipeline runs through this special area.

The Guariroba Stream Environmental Protection Area, created in 1995, covers an area of 360 km². Guariroba is the most important fresh water spring in Campo Grande/MS, and is responsible for about 50% of the water that supplies the municipality.

TBG organizes annual environmental training sessions at our Operating Units, focusing on waste management, as well as on issues related to good practices and care to be taken during the implementation of works and interventions in the gas pipeline. These sessions are stipulated by law - a legal obligation subject to the concession of our Operating Licenses. It is important to expand the importance of eco-awareness among our staff.

► Environmental Recovery Project at the Guariroba/MS Environmental Protected Area



Every two years, TBG is audited on its environmental management system by independent companies. In the last environmental audit, carried out completely online in 2020, and valid until 2021, the company was certified without any record of 'non-compliance'. This audit, which is based on the Conama Resolution 306/02, which is in line with the requirements of Condition 2.17 of Operation License 081/2000 of the Bolivia–Brazil Gas Pipeline.

The company combats environmental contamination by constantly monitoring the levels of oily water and other possible contaminants produced by our Operating Units, in compliance with current environmental legislation. We take pleasure in reporting that we have received the best score – ZERO - result of the IMA indicator - Environmental Impact Index in 2021, which is the sum of the volumes of oil accidentally released.

On another front, the company has always ensured the safety of the communities surrounding the gas pipeline. They are permanently informed about the impacts and/or risks that may arise from our activities. One of the initiatives used for this purpose is the Social Communication Program (PCS), which works to raise awareness of local residents with a focus on the guidelines we use to care for the pipeline right-of-way and the safety procedures and restrictions regarding the use and occupation along the Corumbá-Canoas pieplin section.

TBG has opened a “Linha do Gás - 0800 026 0400”, and a “Fale Conosco - Contact Us”, channel, both are available in our company's website. These are community channels created to stay in touch with local populations living near the pipeline passage zones - the rights-of-way. They are communication tools designed to reinforce the integrity and protection of the gas pipeline and demonstrate our concern to protect and enhance the trust and partnerships we have built with local communities. The 0800 call is free, including by cell phone. The service is available 24 hours a day, including weekends and holidays.

In 2021, 799 calls were received by the TBG Linha do Gás and 232 protocols were registered on our “Fale Conosco” electronic channel.

At any time, the TBG Call Center is available to receive, register and forward calls that alert our staff of any emergencies, accusations, complaints, doubts, suggestions and clarifications from external audiences -each type of call receives special attention. It is possible to learn what can be done in the right-of-way, or request a technical visit, carry out some activity close to the gas pipeline, or advise us of possible incidents or abnormalities in any of the company's installations, including those caused by nature, or a complaint involving undue intervention or explanations related to the Gas Pipeline and TBG.



Finally, and to highlight our achievements in protecting the environment, TBG has been issued the 'Green Seal' Certificate for the fourth consecutive year, awarded by the Jornal de Meio Ambiente do Estado de São Paulo, in recognition of the work carried out in environmental preservation and education efforts. This certificate is the result of eco-initiatives in conjunction with State Environment Departments, the Ministry of Environment, Ibama and Cetesb.



►► FOCUS ON SAFETY

Nothing is so urgent that it cannot be done safely. The responsibility for safety is everybody's business; leadership, our collaborators and service providers. It is a priority at TBG to ensure the safety of the workforce and encourage professionals to maintain the highest level of attention and care - permanently. As a result of this culture, on 12/31/2021 TBG reached the historic mark of seven years and 283 days without lost-time accidents

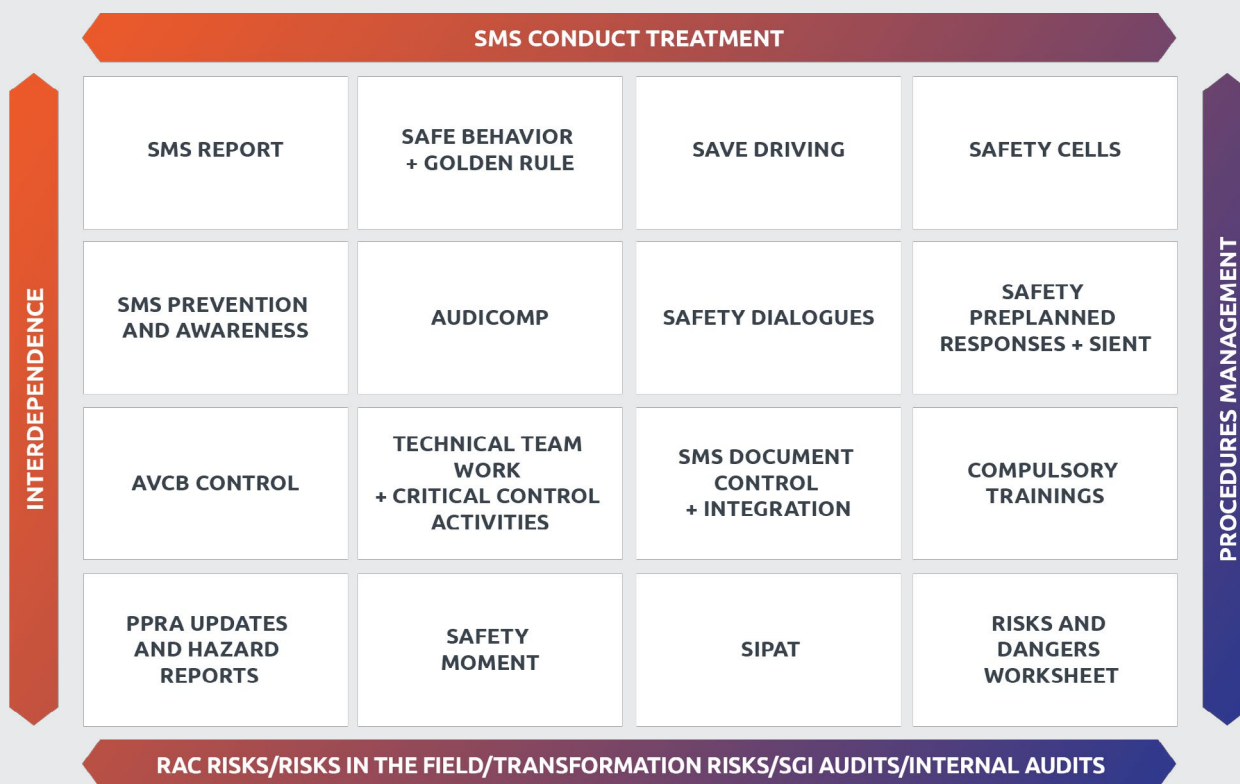
In order to reinforce safety and accident prevention concepts and practices, and following up on initiatives whose essence is the preservation of lives, TBG has designed a range of products already consolidated in 2021, for teaching our people the best Safe Behavior and Golden Rules. This program included the participation of more than 1,200 employees, including its own staff, interns and service providers.

In addition to our company Safe Behavior and Golden Rules training, the Safety Dialogue, Safe Driving and Safety Cells programs are repeated every year. The purpose is to ensure compliance with all TBG Safety, Environment and Health (SMS) requirements and includes our service providers.

We also have a Safety Moment, which is used during the various meetings, including the Critical Analysis Meetings (RAC), held in the field, and monthly meetings of the Board of Directors. The SMS Report System, in turn, focuses on observed data from near-misses among our own personnel and third parties, and also focuses on risk-to-life management and a root cause analysis, as well as a preventive and corrective action plan.

Another tool is the Audicomp (Behavioral Audit) Program, which was designed to mitigate accidents based on collective and individual behavior of the workforce associated with eventual HSE deviations in routine activities at the facilities and in the pipeline right-of-way. The training program has been run, to date, 71 times. Content includes the HSE Golden Rules and topics such as Work Permit, Associated Risks, How to Use Tools, Using PPE (personal protective equipment) and Procedures. The program is open to company and team leaders and incorporates a positive approach technique, with a previously defined checklist.

TBG is highly concerned with the safety of all our collaborators and the safety of the communities surrounding the Gas Pipeline. Residents are permanently informed about possible impacts and/or risks. For access to communities, we have developed the Social Communication Program (PCS), in progress, which aims to raise awareness and a focus on being careful when in or near the pipeline right-of way, safety procedures and restrictions on use and/or occupation of the land along the Corumbá/MS-Canoas/RS pipeline section.



► SMS Products

►► DIVERSITY AND SOCIAL INCLUSION PROGRAM

TBG promotes a safe and respectful environment that cares for people, strengthening one of its values that deals with the theme: Ethics and Respect for Life and the Environment.

The Diversity and Inclusion Program (D&I) was created to make TBG a more diversily focused company, by using innovation to generate value.

Some of the actions initiated in 2021:

- Mapping the profile of the company's current workforce in view of the main diversity indicators;
- Identify regulations/actions already implemented in the company to promote Diversity and Inclusion;
- Perform benchmarking of D&I Programs and map the supplier market.

As a result of the mapping of the current TBG workforce, we identified a convergence towards a profile of collaborators mostly formed by: men, Caucasians, generation X and non-PCD, indicating low representativity of the Brazilian population. This points to numerous opportunities to be explored within the social framework. In terms of female diversity, it was found that the female workforce corresponds to 20%, with a greater representation in top management positions where this percentage rises to 27%, also considering the Executive Board.

For 2022, the initiatives necessary for the implementation of the D&I Program will be deployed within the scope of the ESG Program, based on the findings obtained in the broad diagnosis conducted by a specialized consultancy.

►► HUMAN RIGHTS

The company has approved Human Rights Guidelines that establish the key principles, needed to guarantee respect for nationally and internationally recognized Human Rights.

TBG has adopted, as a principle to respect; raising equality awareness and promote Human Rights in its activities, in all regions where it is present and throughout the life cycle of corporate projects and operations, and to act in accordance with the precepts of the Federal Constitution and with the international treaties and conventions ratified by the State, such as the International Charter of Human Rights and the Declaration of Fundamental Principles and Rights at Work of the International Labor Organization-ILO, as well as the institutional commitments assumed by its Controlling shareholder.

Our Human Rights posture is guided by the United Nations Guiding Principles on Business and Human Rights and is structured around four axes: 1) People management; 2) Relations with communities; 3) Involvement with the supply chain; and 4) Human Rights Due Diligence.

This report describes the main activities developed by TBG in each of these aspects in order to enable, among other things:

- Create decent working conditions and a diverse, inclusive, safe and healthy environment;
- Make available, a corporate channel for receiving and handling complaints and claims from our workforce in the event of human rights violations, through the Petrobras Complaint Channel – our current parent company;

- Manage sociocultural, human, economic and environmental impacts, contributing to local development and respect for the communities where we operate;
- Identifying and mitigating potential risks arising from operational activities, contributing to respect for the right to an ecologically balanced environment;
- Provide a communications channel for complaints and comments, accessible to communities, committing to transparent management of treatment and repair, when applicable, through effective and transparent actions;
- Maintain open dialogue channels to strengthen community relationships;
- Promote safety practices in line with respect for Human Rights;
- Implement clarification initiatives with communities potentially exposed to risks, in order to encourage their commitment to safety and contingency measures.



► CORPORATE GOVERNANCE

TBG carries out activities based on the best practices of Corporate Governance, that establish the principles and guidelines that orient our operations, while reaffirming the strategic importance in the composition of the national energy matrix.

The functioning of Governance is guided by: transparency; equitable treatment of shareholders; respect for society in general; accountability; economic, social and environmental responsibility, corporate sustainability and compliance with applicable legal and regulatory requirements.

In pursuit of business excellence as part of good Corporate Governance practices, TBG periodically monitors its indicators and risks, constantly evaluating performance and improving processes. Governance complies with the principles described in the Code of Ethical Conduct, which establishes zero tolerance for fraud, corruption and any misconduct. The set of principles supports and determines management actions and decision-making, which is always guided by transparency and corporate responsibility. The company provides periodic training events, at least annually, for collaborators and administrators, at which time it addresses topics such as Ethics and Integrity.

TBG encourages women's access to leadership positions, including, but not limited to, the Board of Directors, the Board of Executive Officers and other strategic positions.

Throughout 2021, the company promoted actions to improve Corporate Governance, with the objective of establishing the best practices in line with the strategy and in compliance with current legislation, through efficient management and continuous monitoring, aiming at, among other things; new businesses and contributions to the "new gas market", respect for life and the environment, information security, digital transformation, structuring of the ESG program, organizational culture, risk management and internal controls.

Awareness and the Governance Culture

Understanding the corporate context and its dynamics is essential for understanding the importance of the governance process for the organization's success, in a sustainable and permanent way.

Over the course of more than twenty years of structuring the company, several fronts were developed internally in a continuous process of implementation of good governance practices at TBG, supported by the most efficient management practices, corporate policies and approved regulations, in addition to continuous training, always backed by support of senior management and the engagement of its collaborators.

The company works for everyone to commit to and improve good governance practices, compliance and integrity rules through a solid structure and well-structured processes.

In 2021, policies and guidelines were internally incorporated into action plans and processes aimed at adapting and preparing TBG for the New Gas Market. The initiative focused on training employees for this transformation process in view of the changes in the gas market and the challenges defined in the Strategic Planning (PE 2040).

Ethics Management

The Code of Ethical Conduct establishes the company's principles and commitments in relation to people, human rights, the environment, property and everything that involves its business. It applies to members of the Board of Directors and its advisory committees, members of the Fiscal Council, members of the Executive Board, company collaborators, interns, service providers and anyone acting on behalf of TBG or its staff. It defines the values and practices that give ethical coherence to our business and activities, orienting the decisions and the attitude of our workforce towards their different audiences, whether internal or external.

We adhere to the principles, the respect and the promotion of human rights and respect for diversity in our activities, to act in accordance with the precepts set forth in the Federal Constitution and with the international treaties and conventions ratified by the Brazilian government.

The company has set up an Ethics Committee linked to senior management that meets, when necessary, to assess any complaints about ethical and behavioral issues observed at the company or in its business dealings.

Transparency

TBG is known for its high degree of public transparency, whose practice may be observed by consulting our website at the following addresses:

<https://www.tbg.com.br/etica-e-politicas>

<https://www.tbg.com.br/governanca-corporativa>

<https://www.tbg.com.br/estrutura-de-governanca>

<https://www.tbg.com.br/portal-de-acesso-a-informacao>

We comply with all requirements set out in current legislation, such as, for example, disclosing: contracting rules for suppliers (regulation of bids and TBG contracts, means of publicizing bids); annual reports and financial statements; ANP information; Information Access Portal;

Electronic Platform for Access to the Gas Pipeline; agenda of public appointments of the members of the senior administration; Code of Ethical Conduct; Bylaws; policies approved by the Board of Directors; minutes of the Statutory Audit Committee; Annual Report of the Statutory Audit Committee; governance structure; Annual Letter of Public Policies and Corporate Governance; bidding procedures, services and logistical solutions; a section showing compliance with the Access to Information Law (Law 12,257/2011); audits, annual accounts process, agreements, sponsorships and travel expenses.

Corporate Governance Structure

TBG's Corporate Governance structure is formally established with its internal bodies, respective purposes, compositions and competencies.

Our Governance policy includes deliberative and executive bodies acting in an integrated and coordinated manner. Its attributions follow what is defined in the Corporations Law (Law No. 6.404/1976), State-owned Companies Law (Law No. 13.303/2016), TBG's Bylaws, available on our website at: <http://www.tbg.com.br> and in the control organs of the Federal Audit Court (TCU) and the Federal Comptroller's Office (CGU). Additionally, the company is subordinate to the Supervisory Ministry - Ministry of Mines and Energy (MME), as well as to the Ministry of Economy (ME), through the Secretariat for Coordination and Governance of State Enterprises (SEST).

The Board of Directors is responsible for supervising the company's management and accountability, and is statutorily responsible for approving the company's general policies, such as:

- Code of Ethical Conduct
- Corporate and Corporate Governance Policy;
- Corporate Risk Management Policy;
- Social Responsibility Policy;
- Safety, Environment and Health Policy (SMS);

- Compliance Policy;
- Internal Controls Policy;
- Protective Intelligence and Corporate Security Policy;
- Policy for the Appointment of Members of the Fiscal Council, the Board of Directors, the Executive Board and members of the Statutory Audit Committee;
- Related Party Transactions Policy;
- Policy for Allocation of Results and Distribution of Dividends;
- Communication and Relationship Policy, and
- Human Resources Policy.

For the correct operation of the company, communication flows between internal governance bodies and internal bodies supporting the Organization's governance are defined.

Our structure ensures the proper balance of power for critical decision-making. That is, for each critical decision identified, the decision authority and the segregation of functions are formally defined. The policies guarantee the periodic review of the critical decisions identified, in order to indicate new decisions that should be classified as critical, through the risk assessment process.

The company's Compliance structure supports compliance guidelines based on the rules, standards, and ethical and legal procedures that guide the behavior of the workforce.

Governance Agents

TBG's main governance agents include: shareholders, Board of Directors, Fiscal Council, Statutory Audit Committee, Executive Board, Internal Audit and Independent Audit, bodies that, despite having different responsibilities, act in an integrated way in maintaining the development of the business and creating value for the company.

Through TBG Bylaws, policies and internal regulations, the company has developed mechanisms for the engagement

and commitment of Senior Management and the Boards within the vision of corporate Integrity adopted by TBG. All are subject to the Code of Ethics and/or Conduct and have signed a Term of Commitment to the established fundamental values and standards of conduct, in addition to participating in periodic annual training programs.

The selection of Senior Management members is based on criteria and procedures defined by the required professional profiles for the exercise of positions and functions. In addition, when appointing a new member, pre-defined criteria are required, further to the mandatory verification of any legal impediments arising from administrative, civil, electoral or criminal sanctions, including involvement in acts of corruption.

The selection or choice of senior management members is a transparent procedure, that is to say - the desirable professional profiles and criteria used for the selection or choice, as well as the selected CVs, are published, for internal and external audiences. The performance of the professionals selected is evaluated according to pre-defined performance criteria. We carry out an assessment of the individual and

collective performance of the managers, which takes place annually and adheres to the following minimum requirements established in Law No. 13,303/2016: (i) exposure of the management acts performed regarding the legality and effectiveness of the administrative action; (ii) contribution to income for the year, and (iii) achievement of the objectives established in the Business Plan and compliance with the long-term strategy.

The methodology used is based on assessment models for the director and CEO, individually, for the Executive Board as a collegiate body, and for the Board of Directors, containing questionnaires both individually and for the collegiate body of the Board of Directors. The assessments are submitted to the Eligibility Committee, since this body, pursuant to article 21, item II of Decree 8,945/2016, is responsible for verifying the compliance of the management assessment process.

The competencies of senior management members are enhanced through periodic annual training, and competencies are developed considering identified development opportunities.

Measures used to identify and resolve conflicts of interest

At TBG, procedures have been established to identify and resolve conflicts of interest. It is mandatory for members of the Senior Management to express themselves and register situations that may lead to conflicts of interest before or on the occasion of taking office, investiture in function or entering into an employment contract, or during the term of office or management. The company has elaborated a sound process to identify and deal with possible cases of conflicts of interest.

Responsibilities of the Corporate Governance Bodies

The General Shareholders' Meeting constitutes the governing body of an exclusively deliberative nature, from which the relevant decisions that will govern the company are issued. Twelve meetings were held throughout 2021.

The Board of Directors (CA) is composed of eight members, without alternates, elected at the Shareholders' Meeting, with a term of office that cannot exceed two years, with a maximum of three consecutive re-elections allowed. Among the members of this collegiate, there is a director appointed by company collaborators, in compliance with Federal Law No. 12,353/2010. The directors' CVs are made available on the website at: <<https://www.tbgr.com.br/estrutura-de-governanca>>.

The company was led by an independent Chairman of the Board of Directors, elected at the Annual General Meeting (AGO). The Board held 20 meetings throughout 2021.

Annually, the Board of Directors (CA) carries out an analysis of the goals achieved and the results of the business plan and long-term strategy. This information is forwarded to the National Congress and the Federal Audit Court through letters addressed to these bodies.

The Fiscal Council (CF) is a permanent body and independent from management and external auditors, as required by the Brazilian Corporate Law. It is composed

► City Gate at Paulinia/SP



of three members and their respective substitutes, all elected by the Shareholders' Meeting for a two-year term, with two consecutive re-elections being permitted. The FC held 12 meetings in 2021.

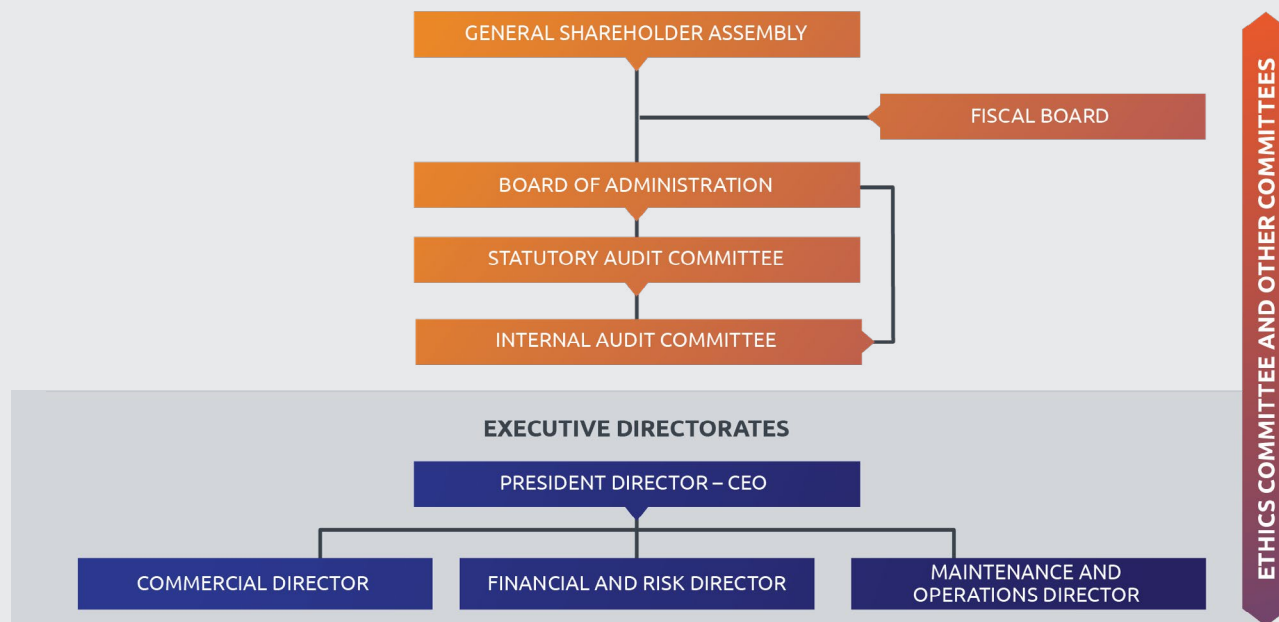
The Statutory Audit Committee (CAE), is composed of three members elected by the Board of Directors, for the purpose of supporting this collegiate regarding the exercise of its auditing and inspection attributions related to the company's Financial Statements, monitoring their quality and integrity, as well as the effectiveness of internal control systems and independent internal audits. The CAE held 31 meetings in 2021.

The Executive Board (DE), a statutory body whose main function is the management and operation of the company's business, is composed of a CEO and three executive directors, namely, a Financial Director, a Commercial Director and a Maintenance and Operation Director, all residents in the country. They are elected by the Board of Directors for a term of up to two years, with a maximum of three consecutive re-elections allowed. The DE held 56 meetings in 2021.

The Internal Audit (AUDIN), which reports directly to the TBG Board of Directors, operates by internal regulations approved by the CA and has the job of advising the directors, to guarantee adequate levels of verification of all internal controls, according to the Annual Plan of Internal Audit Activities (PAINT). The results of internal audits are submitted to the Board of Directors for approval and are also monitored by the CF and CAE, without prejudice to the verification by the Federal Comptroller General (CGU) and the Federal Audit Court (TCU), government control bodies.

TBG also contracted an independent External Audit, hired to examine the company's financial statements at the end of each fiscal year. The approval of these statements is made by the Annual General Meeting of Shareholders (AGO). Every five years, the contracted company is replaced to guarantee isonomy, independence and transparency in the audit process.

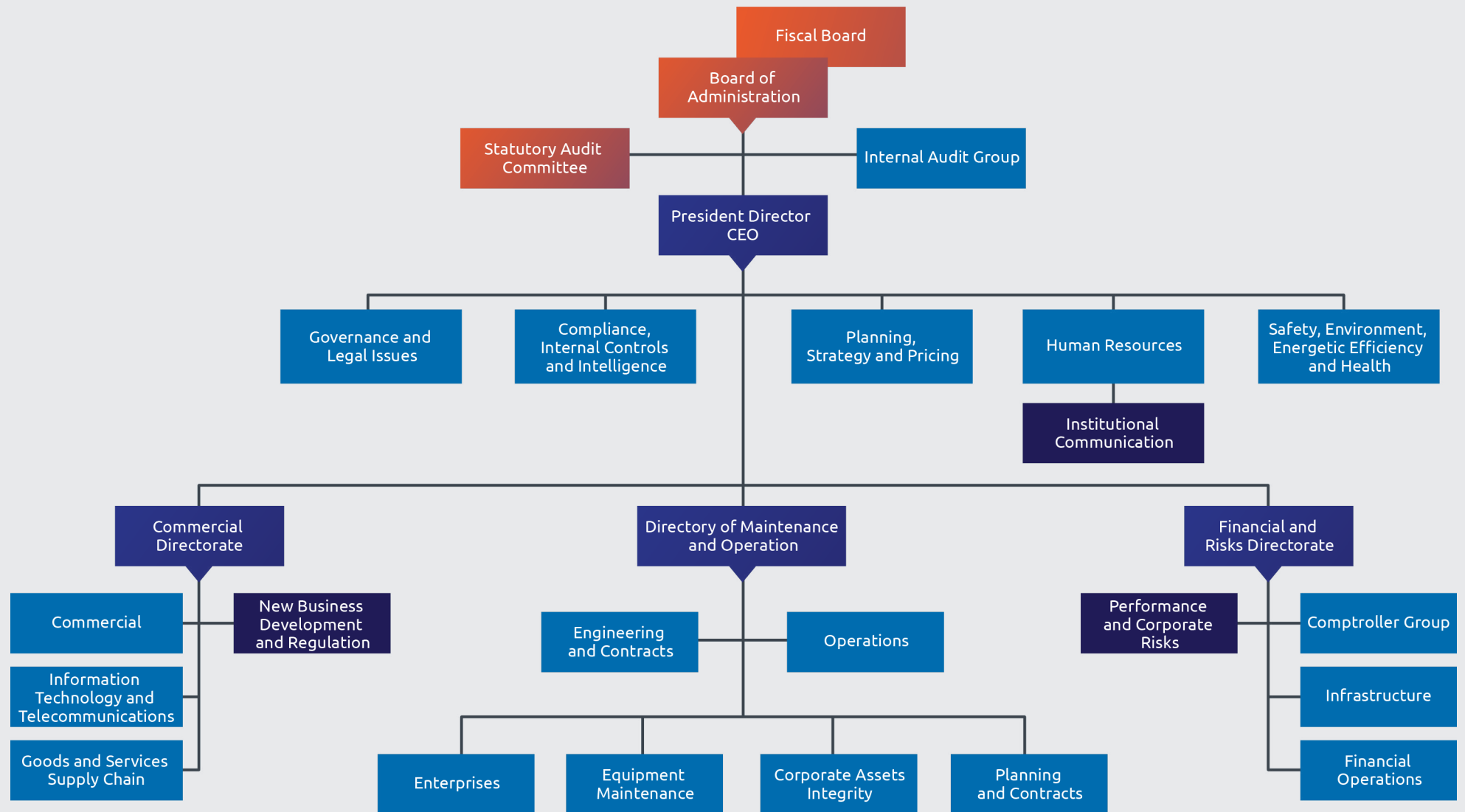
TBG CORPORATE GOVERNANCE STRUCTURE



The company Governance structure also includes commissions and committees, created to advise senior management on its decision-making actions involving issues of organizational relevance and integrated management. Some examples include:

- Internal Accident Prevention Commission (CIPA)
- Assigned SMS Group (GDSMS)
- Emergency Procedures
- Ethics Committee
- Corporate Risk Management Committee (CRISC)
- Corporate Security Committee (COMSEG)
- Information Technology and Telecommunications Committee (COMITI)
- Supply Management Committee (CGS)
- Contract Management Monitoring and Supervision Committee (CASGC)
- Internal Energy Conservation Commission (CICE)
- Organizational Planning and Development Committee (CPDO)

The TBG Organizational Structure responsible for the management of the company can be seen as follows:



► COMPLIANCE, INTERNAL CONTROLS AND INTELLIGENCE

Annual Letter of Public Policies and Corporate Governance

Prepared for the general public and in compliance with Law 13.303/2016, in 2021, we published the TBG Annual Letter of Public Policies and Corporate Governance, which provides information to the public regarding company activities and public commitments, our internal control structure, management and risk factors, main results, our governance model, corporate governance practices and a description of the composition and remuneration of management.

In view of the new scenario in the natural gas sector in Brazil, TBG actively participates in the Market and accompanies the moment of transformation of the opening of the Brazilian natural gas pipeline Market. We are progressively adapting to the changes in order to achieve our strategic objectives, while adding value to the company and maintaining alignment with our ESG best business practices.

Internal Audit

The TBG Internal Audit Group reports its activities on a monthly basis to the Statutory Audit Committee (CAE) and, at least, quarterly to the Board of Directors (CA).

During 2021, 19 internal audit reports were finalized and issued, which pointed out 95 observations, non-compliances or opportunities for improvement, and generated 197 remedial action plans and recommendations. Of these, 55 (28%) were completed in the same year.

During 2021, 59 recommendations issued in previous years were also monitored. In all, 55 of these actions (28%) were finalized. It is important to note that on the base date of December 31, the company had no overdue actions.

Highlighting the concept of "Prevention" as the main focus of actions taken in regard to Compliance issues, in 2021, we promote the development of an Integrity Culture, consolidating the TBG Compliance Games, Fun and Reflection and Café & Compliance projects, that included our interns and outsourced workers, in order to bring together the total strength of workforce for the sole purpose of improving the ethics and integrity of our corporate environment.

In the area of information and business Intelligence, we implemented the Cyber Security Awareness Program, spreading this culture throughout the company to consolidate the need for preventive behavior as the main measure against attempts of cyber-attacks through phishing e-mails.

We promoted the first 'cyber-attack simulation', an elaborate scenario made that took off-line all TBG computers, demonstrating that, if it were indeed real, it could even jeopardize the remote and local operation of Ecomps, resulting in a stoppage of our pipeline's gas delivery services. This exercise helped our team establish a plan for the response and treatment of cybersecurity incidents. The process includes monitoring the environment on a 24x7 basis, overcoming incidents and scheduling actions in the event of an emergency.

We consolidated the uninterrupted service of the Security Operation Center, including the monitoring of the industrial automation network. We became part of the intelligence network run by the Federal Government's Center for the Prevention, Treatment and Response to Cybernetic Incidents, an agency of the Ministry of Defense (CTIR-GOV), in addition to participating in the strategic network for exchanging information on cybernetic incidents with the Brazilian Intelligence Agency (ABIN).

We also joined the Cyber Knowledge Network (CKN), so we can now exchange information on cyber-attacks targeting Brazil and includes more than 40 companies in the O&G, Energy, Military and Financial sectors, etc. This system allows us to adjust our security controls to block possible attacks.

We continued the implementation of important projects foreseen in the Business Plan, such as the WAF (Web Application Firewall) solution, designed to protect TBG WEB applications (such as the POC, Internet Portal and LAI) that operate on the Internet.

Within the scope of the TBG Asset Security plan, we have strengthened our relationship with the General Police Department of the State of São Paulo, forming an alliance with Public Security resources to defend our most critical points susceptible to theft.

We also implemented a preventive active monitoring solution at Ecomp in São Carlos/SP using cutting-edge technology, artificial intelligence and advanced analytics, in addition to introducing a prompt monitoring response service, in case of any undesirable occurrence. In the first half of 2022, the solution will be deployed in other Ecomps and at twenty delivery points.

Whistleblower Channel

The Whistleblower Channel is a way to reinforce our commitment to transparency and ethics. TBG uses the Petrobras Whistleblower Channel to promote a protection environment against any form of retaliation to those who, in good faith, report the practice of any irregularity.

It is an independent, confidential and impartial tool and is available to the company's external and internal audiences, as well as to Petrobras and its subsidiaries.

Complaints can be registered, for example, about fraud, corruption, money laundering; Conflict of interests; harassment; discrimination; safety, environment and health and other irregularities.

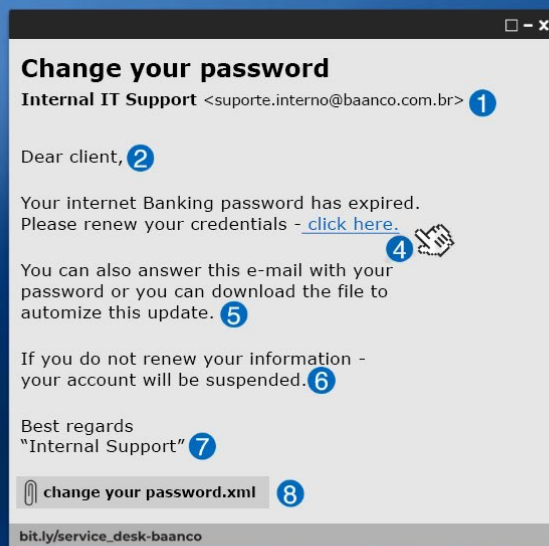
In this context, the following are considered irregularities: actions or omissions contrary to the law, internal regulations and/or the precepts of the code of ethical conduct that may harm Petrobras and its controlled companies, its employees, collaborators, shareholders and other publics. of interest.

If the act does not fit the aforementioned cases and the person wants to make a complaint, request for information, request, opinion, suggestion, consultation or register praise, the Petrobras General Ombudsman's website should be used; TBG has adopted this Ombudsman system.

Complaints can be made via the Internet link <<https://www.contatoseguro.com.br/petrobras>> on TBG's Intranet, or by calling toll free: 0800 601 6925. The channel is available 24 hours a day, seven days a day. week. Calls are answered by specialists trained to obtain as much information as possible about the reported complaint, without compromising the anonymity and security of the source. The telephone number from which the call originates will not be identified under any circumstances. All information is received by an external, independent company specialized in receiving complaints.

After registering the complaint with guarantee of anonymity, the company forwards the information to the Petrobras Ombudsman for proper treatment and forwarding to the areas responsible for the investigation at TBG.

Identifying a Phishing e-mail



1. Confirm the e-mail address of the sender. If it looks suspicious - do not open it.
2. Analyze how the message is directed to you. If it uses generic language or sounds vague, be suspicious and investigate before you answer the message.
3. Look for spelling mistakes. Legitimate messages are generally perfect grammatically and do not have spelling errors.
4. Pay attention to the e-mail link - If the address looks strange and unfamiliar - do not click.
5. Legitimate e-mails do not request personal information. According to present-day Personal Data Protection Laws, companies must not request personal information in their e-mail messages. Do not give your personal information by e-mail.
6. E-mails that use urgency messages or threats to oblige you to give your information; these messages are FAKE. This is a typical trick used in Phishing messages - do not click or respond to these e-mails.
7. Carefully look at the signature at the bottom of the e-mail. Legitimate companies always add precise contact names and contact details in their messages.
8. E-mails that include attached files that you did not request - do not click on these files.

► TBG Information Security Campaign: Phishing Combat Awareness

The Personal Data and Sensitive Personal Data (such as health status, racial and ethnic origin, religious and political affiliation, among others) eventually collected in the complaint are used solely for the treatment and verification of the reported facts.

As the information fields of the form used to submit complaints are free to complete, it is important to only inform Personal Data and/or Sensitive Personal Data indispensable for the processing of the complaint.

General Data Protection Act (LGPD)

The LGPD, Law nº 13.709/2018, is the Brazilian legislation that regulates personal data processing activities and amends articles 7 and 16 of the Marco Civil da Internet (Internet Users Rights).

In 2021, TBG prepared the internal regulations that discipline the correct handling and protection of personal data, as well as establishing data protection clauses used in the company contractual minutes.



07

STRATEGY AND MANAGEMENT

► INTERNAL AND EXTERNAL CONTEXTS

Context and Environment Analysis

TBG is experiencing a unique moment in its history, with many challenges arising from the influence of external factors, such as privatization, the New Gas Market, the covid-19 pandemic, changes in the regulatory framework and the integration of the natural gas transport system, in addition to internal factors such as annual Open Seasons and the offer of new products to the market and new contractual terms.

The moment requires a review of the performance strategy, a careful assessment of opportunities and implementation of the necessary changes to achieve our objectives.

Faced with so many challenges, TBG has revised its Strategic Plan in 2021 (PE TBG 2040).

Strategic Planning

Considering the recently revised planned strategies and the changes necessary to achieve our long-term objectives, we defined guidelines to be deployed in short, medium and long-term initiatives, which give rise to:

NEW BUSINESSES – Developing our business fronts to grow profitably.

PRODUCT PORTFOLIO - Develop products to help diversify our natural gas transport services.

COMPETITIVENESS - Stimulate innovation, process simplification and greater cost efficiency in our search for higher profitability.

DIGITAL TRANSFORMATION – Increase the speed of our processes safely, with more security to help leadership improve performance.

ORGANIZATIONAL CULTURE - Implement new modernization actions and change and renew our workforce mindset.

In June 2020, the Organizational Identity (Mission, Vision and Values) and Strategic Drivers were approved by TBG's Board of Directors. They were divided into Objectives that make up the company's Strategic Map, each with specific indicators and defined goals.

As a way of monitoring the implementation of the TBG long-term strategy, we continued mapping out the Initiatives associated with the Strategic Drivers. The implementation of our macro-initiatives is being monitored during our Critical Analysis Meetings.



► TBG pipeline right-of-way in Mato Grosso do Sul State

►► BUSINESS PLAN

The TBG Business Plan defines the actions to be undertaken by the company within the five-year planning horizon and reflects the execution of guidelines defined in the Strategic Planning (PE TBG 2040). It is aligned with company Strategic Directions, including in its premises; investment forecasts for infrastructure and the expansion of the transport system, development of new businesses, in addition to the implementation of new technologies to improve the necessary digital transformation.

The complete plan represents the perspective for improving the TBG performance in the new natural gas market model where, as a pioneer, the company will offer available transport capacity but on a newer and more dynamic base. The new market includes, among other items, the adoption of premises adhering to a tariff regime for transport services now required by the regulatory framework in force in Brazil, and takes into account the directives of the regulatory body at a time of market transition.

Considering TBG's performance at this moment of transition in the natural gas market, some business opportunities were also included, to expand operations, the TBG asset base and future revenues.

►► INTEGRATED MANAGEMENT SYSTEM

Integrated Management System Certifications

Certifications are documents that attest to the quality of business management methods through the diagnosis and improvement of processes and practices.

Currently, TBG is the only natural gas carrier in Brazil that has been awarded the following certifications:

- ISO 9001:2015 - Quality Management System
- ISO 14001:2015 - Environmental Management System
- ISO 45001:2018 - Occupational Health and Safety Management System
- ISO/IEC 17025:2017 - Management System in Calibration Laboratories

The TBG Integrated Management System (SGI) is an administrative model that was created to meet the normative prerogatives needed for maintaining certifications. The procedures are followed throughout the company, in order to guarantee the conducting of processes in accordance with the aforementioned certification standards.

For this end, every year the company performs internal (team of TBG trained employees) and external (contracted certification bodies) audits of its SGI, in compliance with the principles and requirements of the international recognized ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018 standards that examine our management systems, procedures and activities to determine if they are adequate and are being fulfilled as planned. This how we make it possible to:

- Evaluate the Management System implemented by TBG;
- Obtain facts (objective evidence) that help and support management decisions;
- Gather information that enables the improvement of the TBG Integrated Management System.

The annual maintenance of certifications by TBG reinforces our commitment to good market practices, the quality and effectiveness of company processes and improving the Integrated Management System periodically, always in the pursuit of excellence.

►► RISK MANAGEMENT

The main purpose of Risk Management at TBG is the creation and protection of values by observing the alignment with company strategies, as it seeks to anticipate possible threats that may affect our strategic, economic-financial, operational or compliance objectives. At the same time, it makes it possible to embrace opportunities that positively influence such goals.

At TBG we have our own Risk Management structure, operating independently and following the best corporate governance practices. Risk Management is carried out by the Financial and Risk Director (DFR) who is directly linked to the company's President and supported by the Corporate Risk Performance Coordination area, ensuring the autonomous performance of the work, while guaranteeing the protection of people, the environment, assets and company values.

The DFR prepares and presents the Risk Management Panel on a monthly basis - a report containing the main risks at TBG that are monitored by the Executive Board, Statutory Audit Committee, Fiscal Council and Board of Directors.

In 2021, TBG improved its risk management culture by creating challenges for our risk managers. 37 RACs were held with the Executive Board in order to highlight the company's main risks, as well as individual meetings on the general risks of each area, in order to assist in the understanding of the concept of business risks and the remedial treatments required in each case.

Another relevant guideline of this process is the maintenance of a continuous, transparent and adequate flow of information related to the main risks and the management process in the company. Administrators, investors and other stakeholders must be constantly informed, respecting the degree of confidentiality of information and corporate procedures, policies, guidelines and other internal rules of business and information security.

In this context, the Risk Management Training for Decision

Makers program was launched in 2021. This event, organized by the DFR will be continued in 2022, to broaden the understanding of corporate risks for managers and risk owners and later for the entire company.

Our integrated business risk management model is a methodology based on the ISO 31000:2018 standard, which consists of identifying, analyzing and evaluating

risks and consolidating them into a Risk Matrix. Risk Management is the responsibility of all employees and service providers, and must become part of TBG's corporate culture. It is a sub-process that aims to identify, qualify and monitor events, aligning business risk management with strategic objectives and business planning.



Business Risk Management Policy

Revised in February 2021, the new TBG Business Risk Management Policy establishes the following 5 Principles and 10 Guidelines that must be observed in the Risk Management process at the company.

THE 5 PRINCIPLES

- 1.** Life must be respected in all its diversity and the rights, obligations, facilities, processes, information, reputation and image of the company must be protected against threats arising from intentional or unintentional actions;
- 2.** Risk management must be aligned and coherent with the company's Strategic Plan;
- 3.** Risk management is part of the commitment to act ethically and in compliance with the legal and regulatory requirements established in the jurisdictions where we operate;
- 4.** Risks must be considered in all decisions and their management must be carried out in an integrated manner, and in consideration of the inherent benefits of diversification;
- 5.** Risk response actions consider the possible long-term cumulative consequences and the possible impacts on our stakeholders. These actions must be oriented towards the preservation or aggregation of value to the company and the robust continuity of the business.

THE 10 GUIDELINES

- 1.** Strengthen the risk management philosophy as part of the corporate culture;
- 2.** Take advantage of opportunities and foresee any threats that could affect our strategic, economic-financial, operational or compliance objectives;
- 3.** Promote the uniformity of concepts and the integration of methodologies used in the identification, analysis, assessment and treatment of risks as a way of improving the reliability of information and the transparency of the entire risk management process;
- 4.** Proactively and comprehensively manage the risks associated with business processes, management and corporate services, in order to keep them at an acceptable level of exposure, in line with TBG's risk tolerance levels;
- 5.** Undertake risk management actions effectively, efficiently and economically in a timely manner;
- 6.** Align risk management actions with the actions of the organizational units responsible for internal controls, compliance and the company's internal audit;
- 7.** Strengthen autonomy in the risk management process and the segregation of duties between risk takers and those responsible for monitoring them;
- 8.** Allow administrators, investors and other stakeholders to access a continuous, transparent and adequate flow of information associated with the main risks and the management processes at the company, provided that the degree of confidentiality of the information, as well as the procedures corporate governance, policies, guidelines and other internal corporate and information security standards is respected;
- 9.** Provide collaborators and service providers (through contracts) with the necessary information to act in accordance with TBG risk management guidelines on an ongoing basis and in accordance with their attributions;
- 10.** Improve monitoring and critical analysis of risk management actions as an integral part of a continuous process of improving Corporate Governance.

TBG Business Risk Management Methodology

The Corporate Risk Management Methodology establishes the stages of the risk management process provided for in the Policy. It was updated in 2021 to meet the proposed specifications.

TBG Business Risk Classification

| CATEGORY | DESCRIPTION |
|------------------|---|
| Strategic | Defined, in general, by expansion or retract movements of the gas market; unforeseen competitive conditions; development of new technologies or events that may significantly alter the market value of the company. |
| Operational | <p>Risks with potential negative impacts on the image of the company and in eventual contractual evolutions, including regulatory and environmental changes. Risks are associated with:</p> <ul style="list-style-type: none"> • failures arising from the workforce, processes and/or the systems involved in the operational activities, that may induce a reduction in the operational capacity or even in their interruption. - Events derived from natural forces or events; acts of terrorism, vandalism and/or theft that may affect company installations or products. • General administration activities that may involve personnel issues; weaknesses in training programs; other failures in the supply chain and issuance of supplier contracts and or information systems used to support administrative activities. |
| Financial | <p>Related to inefficient control and management of financial resources at the company, and other external factors.</p> <p>Example: credit availability, monetary exchange rates, increases or decreases in taxes and interest rates as well as other market influences.</p> |
| Legal/Regulatory | Associated to regulatory procedures and compliance measures related to the environment, tax legislation and other similar influences. |
| Compliance | Risks associated to fraud, corruption, money laundering, financing of terrorist organizations or acts, and financial reports reliability. |

► **TBG Risk Classification Chart**

TBG also maintains a Corporate Risk Management Committee (CRISC) whose prime objective is to monitor the corporate risk management process, and acting as an advisory body to the Executive Board.



08

TBG
CULTURE



▶▶ VALORIZING OUR PEOPLE

Mato Grosso do Sul, São Paulo, Paraná, Santa Catarina and Rio Grande do Sul – an area of some 2,593 kilometers with a rich variety of accents, cultures, habits, traditions and legends added to the peculiarities of the city of Rio de Janeiro, where TBG maintains its Head Office. Added to this is a shareholding composition composed of Brazilians, Bolivians and Belgians, in addition to the entire process of transforming the company in the face of changes in the gas market.

In this context, our Organizational Culture has become the focus of our People Management vision. Some of the initiatives related to the topic will be presented in more detail in this chapter, namely: Organizational Climate Monitoring, Organizational Culture Diagnosis and Change Management, Hybrid Work Model (teleworking) and the new Head Offices in Rio as well as our offices at the Maintenance Center (CM).

Organizational Climate Monitoring

Our organizational climate has been monitored since 2009 through periodic surveys, which are an important diagnostic tool, the results of which reflect our collaborators perception of the company's management practices and enable the development of new actions to improve conditions and job relations.

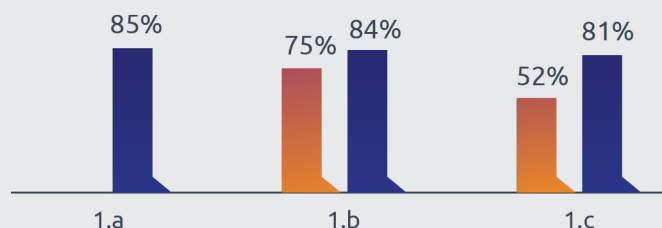
The last climate survey at TBG took place in early 2021 designed to identify the factors that affect the levels of satisfaction among our collaborators, as well as issues regarding productivity and commitment -information coming from survey questions related to eight different thematic blocks: communication, team spirit, leadership, recognition, relationship with work, health and quality of life; organizational commitment; organizational strategy and future.

The survey, which counted on the participation of 74% of the workforce, showed positive results considering the favorability index, which measures the percentage of

favorable responses ("totally agree" and "totally agree") compared to the total responses for each search item.

Check out the evolution of some Favorability Indicators, compared to the 2018 survey:

COMMUNICATION

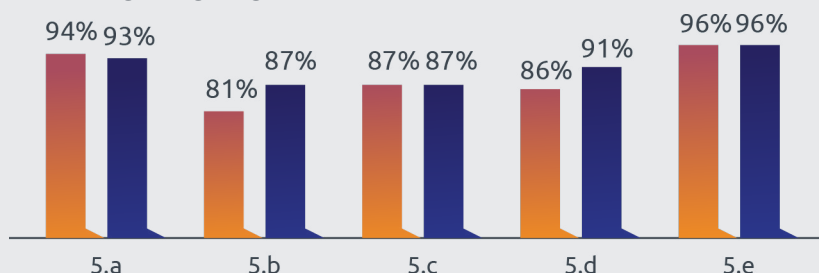


1.a – TBG announces important information about what is happening at the company, including the sale of shareholder control.

1.b - I trust the information provided by TBG.

1.c - I have access to information about future TBG plans.

RELATION TO WORK



5.a - I enjoy the work I do.

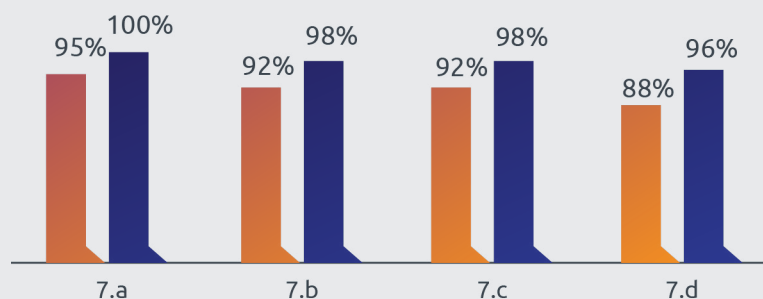
5.b - I feel motivated to do my job.

5.c - The work I do allows me to use my knowledge.

5.d - In general, I'm very satisfied with the work I do at TBG.

5.e - The work I do is important to help achieve the results at TBG.

COMMITMENT TO THE COMPANY



7.a - I am committed to contributing to the results that TBG.

7.b - Being a part of the TBG team is very important to me.

7.c - I feel I'm giving the best part of me to the company to guarantee TBG success.

7.d - I am proud to work at TBG.

■ survey in 2018 ■ survey 2020/2021

Diagnosis of Organizational Culture and Change Management

Carrying out Change Management (GM) is essential for the transition of a business in the face of high-impact decisions. At TBG, this transition includes all efforts related to the company's repositioning in the new natural gas market, as well as those resulting from the change in shareholding control, as provided for in the agreement signed by the current controller with the Administrative Council for Economic Defense (CADE).

Change Management is best conducted from different approaches, with all levels of the Organization, with the prime objective of understanding the risks and impacts of change, how people and teams are affected by organizational transitions and how it is possible to engage them in this transformational process.

To implement a Change Management mentality with the perspective of involving all stakeholders, the TBG Human Resources area, together with a specialized consultancy, developed the Sinapses Project in 2021.

The project was structured in stages to permit a broad-scope Cultural Mapping, for the purpose of identifying cultural traits that facilitate or hinder change.



► The Sinapses Project in Stages

The results obtained from the culture diagnosis, helped TBG leaders to understand how collaborators see the company in the following aspects:

- The effectiveness of the company's Organizational Culture;
- Elements of Culture and Strategy;
- Types of Organizational Culture (Perceived vs. Desired);
- Degree of cultural dissonance (Declared x Experienced).

To conduct the mapping of the Organizational Culture, in-depth interviews were carried out with the chairman of the Board of Directors, the TBG CEO, other directors and invited managers. An online survey was also conducted, with the participation of 75% of the company's workforce and, later, focus groups were conducted to deepen, in qualitative terms, collaborator perceptions and feelings related to the change.

After the initial cultural mapping stage, multidisciplinary teams dedicated themselves to the elaboration of a change management plan that, by anticipating scenarios and eventual difficulties, integrated actions for the transition period and support of change.

In order to strengthen cultural traits that favor the TBG transformational process, the Change Management Plan was structured on three different pillars: communication, engagement and training.

To simplify, the main deliverables concerning the project in 2021 include:

- Map of stakeholders and the impacts of change;
- Change Network;
- Change Communication Plan;
- Action Plan to facilitate the change management transition.

Hybrid work model (telework regime)

To reconcile the company's interests regarding its focus on optimizing performance and productivity, and our collaborators request for measures to make more flexible the regime of telework locations, a pilot project was initially implemented in 2019, that received approval in March 2020 and was extended to the entire workforce as a way to prevent further infection by the coronavirus. The project assures the workforce that the regime is hybrid, and in this way, promote integration of the teams in the face-to-face work format that should be encouraged, but within the Covid Protection Protocols in force.

► NEW HEAD OFFICES

New Headquarters

The new TBG Headquarters were designed to create a space that promotes integration among the various areas of the company while at the same time, expanding synergies and encouraging collaboration of the TBG staff.

The facilities are designed to reflect the modern concept of corporate architecture known as Open Space, totally disruptive, which promotes a minimal spatial hierarchy to create more flexibility in the performance of activities and allow for greater agility in our work processes.

The successful adoption of the hybrid work model at TBG made it possible to reduce direct and indirect administrative costs with rented properties; the head office is now concentrated on a single floor, owned by the company.

With this new working model and the concept of coworking (no fixed workstations), employees can, through an internet application, make online reservations for using a workstation, or a collaborative space and meeting rooms, with prior appointment on preferred days and times.

The Control Supervision Center at the new Headquarters is a showcase of modernity and technology, equipped with the most updated architecture for control rooms.



► New TBG Head Offices layout



► New format of the Campinas Supervision and Control Center

Reopening of the Maintenance Center (CM Campinas) in the new office

The new CM Campinas office, which was ready-to-work during the covid-19 pandemic, was reopened to the workforce on 09/08/2021, in compliance with all health protocols. Located in the same region, the new office has a lower rental and maintenance cost than the previous property.



► The New Maintenance Center Campinas Office

In the challenging scenario we faced in 2021, innovation became a strong ally, ensuring better working conditions and a stronger culture of collaborator participation.

►► TBG INNOVATION CULTURE

Innovation means creating something new, the transformation of an activity into something better, a new method or objective to improve efficiency, any act designed to bring about improvement. When thinking about TBG as a company with a famous pioneering spirit, innovation is part of our core essence and plays a crucial role in the company's progress.

In the challenging scenario we faced in 2021, innovation became a strong ally, ensuring better working conditions and a stronger culture of collaborator participation which can be seen in our Inova TBG and Digital Transformation programs.

Inova TBG

Created in 2020 and carried into 2021, Inova TBG promotes creativity and supports “brainstorming”; the generation of new ideas from all sectors and collaborators at the company. The initiative, based on the alignment of incentives and goals for our workforce, encompasses 3 Dimensions connected to the 2040 Strategic Plan, namely: Innovation, Process Simplification and Culture Change.

We have included more details on each of the 3 Dimension as follows:

- Innovation: the first initiative is to hold an Ideas and Innovation Contest with the workforce; the contest must include ideas with measurable results.
- Process Simplification: the second dimension establishes goals and indicators for each stage of TBG's main critical processes. The incentive linked to these goals is the connection with our Collaborator Performance Management process.
- Culture: this dimension proposes to encourage a change in personal and professional habits, greater focus on proactivity and breaking of limiting paradigms; the key focus is on increasing productivity.

By the end of the year, the Ideas and Innovations Contest received 56 proposals sent by company collaborators, seven of which were approved. Of these, six are underway and one is in the portfolio awaiting investment.

In addition to the development program in Innovation and Creativity, available in TBG's virtual learning environment, in 2021 an Innovation Masterclass was held for the entire workforce providing tips on environments and strategies to foment both innovation and creativity. During the event, there were updates on the Ideas and Innovations Contest. All our collaborators were encouraged to participate in the project. The result of the live satisfaction survey, a workload of 1h30, generated a positive index of 96%; collaborators who believed it was a great or good initiative.

Digital Transformation

The digital transformation movement at TBG is focused on the commercialization of natural gas transport services and on the operational continuity of the gas pipeline. The TBG Corporate Digital Transformation Plan is supported by the TBG 2040 PE. The key principles include Innovation, Agility and Effectiveness, and prioritize actions with high-value generation to add to the company's business.

*Strategic drivers were used;
a series of initiatives were
structured and implemented
in 2021, focusing on the
digitalization of the natural gas
transport service and its related
processes.*

Digital platforms for the commercialization of natural gas transport are available, enabling new businesses, the commercialization of uncommitted capacity, the replacement of contracts and entry and exit model operations.

The POC, for example, was shared in 2021 with other Brazilian carriers, becoming the only portal for the commercialization of natural gas transport in our country. TBG was, once again, a forerunner in the adoption of important innovations in the sector.

In turn, the Natural Gas Transport Platform, implemented in 2021, is in full expansion, focusing on making 100% of the after-sales process digitized and more efficient from beginning to end.

This year, the systems we use from Petrobras, our controlling partner, gave way to TBG's New Corporate Systems Platform, opening the possibility for greater processing speed and simplicity.

Our Operational area expanded the use of drones armed with AI - artificial intelligence, bringing excellent results to the pipeline inspection process. Smart glasses were yet another successful innovation, so much so that they are being scaled to monitor other sections of the pipeline. The equipment will be used in critical and emergency maintenance, to increase the safety of our workforce and processes, in addition to enabling the transition of knowledge in a practical and effective way.

The Paulínia Compression Station is a model of the successful digitizing of gas pipeline operations and maintenance in 2021, the lighting of the entire plant was implanted with an intrinsically safe wi-fi system, opening up possibilities for further innovation in even better efficiency of our operational processes.

Another technological innovation was tested and approved last year at one of our delivery points: a pilot project for 3D Virtualization and Digital Twins, designed to reduce future costs related to gas pipeline extensions and maintenance in units existing operations.

To further enhance our Operational Continuity premise, all our critical systems are now contingency- enabled, thanks to the Journey-to-Cloud Project, which includes our Backup Supervision Center, unprecedented in the industry; a resource that is 100% virtual and digital.

Finally, we highlight that TBG multidisciplinary teams, known as “agile squads” are more mature. These professionals have better collective performance goals related to Innovation, Agility and Effectiveness, and are working with more autonomy and flexibility. This new adaptation created at TBG, in 2021, have improved and made possible numerous digital transformations focused on the Commercialization of Transport, Maintenance and Operation of the Gas Pipeline, and the Operational Safety of people and our assets.

A photograph of an industrial facility, likely a refinery or chemical plant. Two tall, silver, cylindrical smokestacks with louvered tops are the central focus. They are surrounded by a complex network of pipes, valves, and yellow safety railings. In the background, there's a large white industrial building and a clear blue sky with scattered white clouds. The foreground shows some green grass and a concrete path.

09

**HOW WE GENERATE
NEW VALUE**

► MATERIALITY

The TBG Materiality Matrix is shown in a graphic representation (below), and includes the relevant risks and opportunities that affect the company's ability to generate value. Our analyses consider the connections linking strategy, governance, performance and perspectives. To define material topics, we evaluated aspects that reflect significant economic, environmental and social impacts, relevant to our stakeholders that, over time, could potentially affect our ability to generate value.

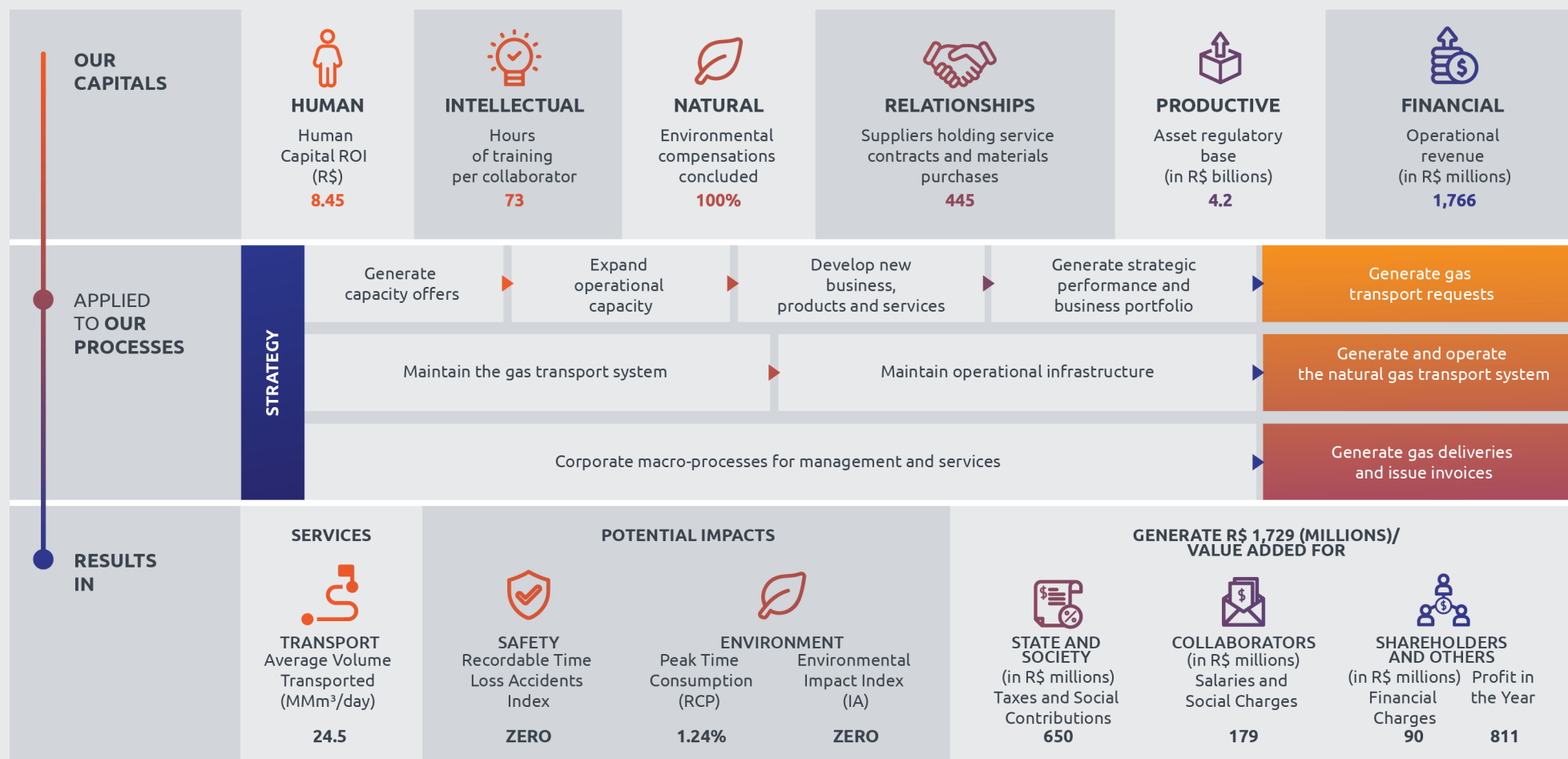
We defined the following themes to compose our Matrix:



THE TBG BUSINESS MODEL

Used as a management tool, our Business Model was designed to boost company growth and generate value for our stakeholders, based on the implementation of structured actions and the integration of internal processes. We are constantly reassessing our macro and micro processes, to assure compliance with all legal requirements and to adapting to new challenges.

HOW WE GENERATE VALUE AT TBG



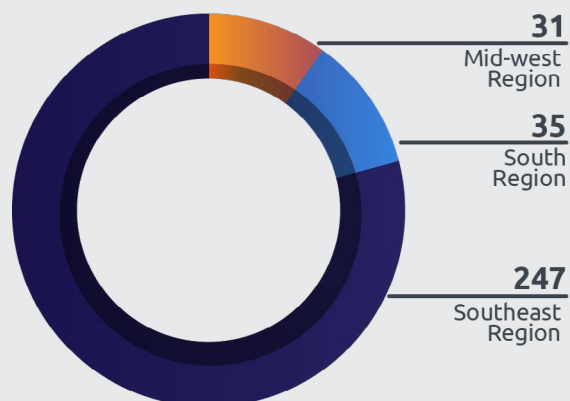
►► OUR DIVERSE CAPITALS

Our Human Capital

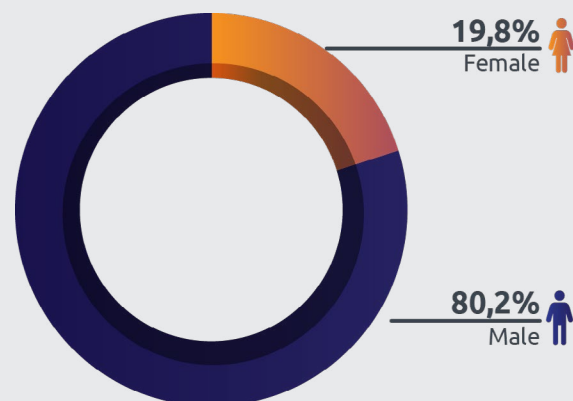
TBG has always considered our Human Resources its most valuable asset. These are the people responsible for consolidating recognized technical knowledge, unique skills and abilities as applied to the natural gas transport market, experiences acquired over 22 years of pioneering in the segment. This knowledge, added to the highly ethical behavior and commitment of our teams has contributed to the growth of the use of natural gas in the Brazilian energy matrix, in addition to being decisive to assure our corporate sustainability.

The profile of our workforce is demonstrated in the following visual graphs:

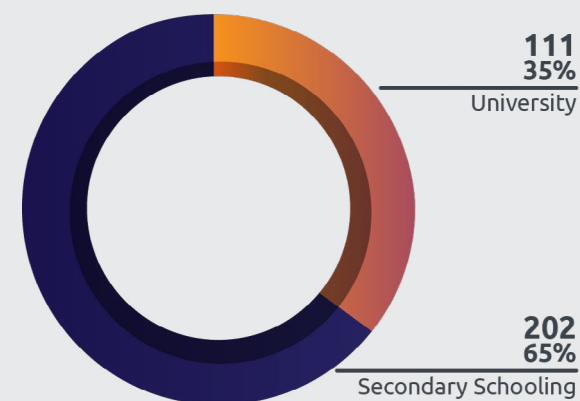
COLLABORATORS BY REGION



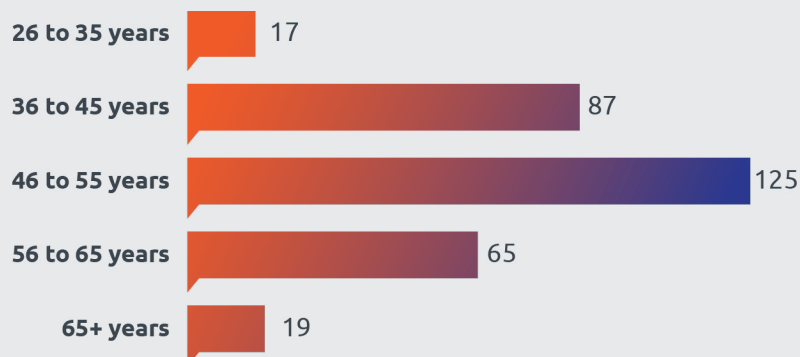
GENDER DISTRIBUTION



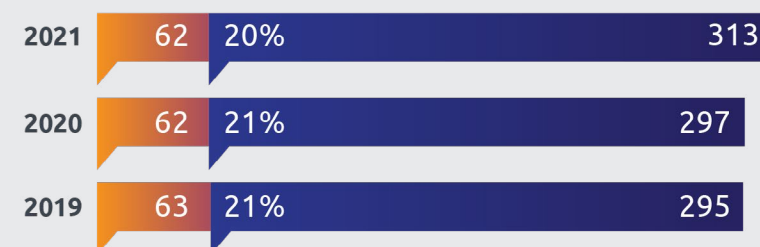
COLLABORATORS BY ACADEMIC FORMATION





WORKFORCE AGE DISTRIBUTION



WOMEN IN THE TBG WORKFORCE



26%
of TBG managers
are women

 women  workforce



313

number of collaborators

7%

declare that they are negro



100%

of the workforce worked
from remote locations
during the pandemic



R\$ 176 million

invested in Personnel
(remuneration, benefits,
social charges additional pay,
actuarial costs training and awards)

Compensation, Performance Management (GD) and Rewards

In order to compare the remuneration package offered by the company with market practices, in 2020, TBG participated in a nationwide salary survey conducted by a reference company in the segment to prepare this type of benchmarking.

In general, the results found defined TBG as an extremely competitive company in terms of employee compensation policies.

With regard to TBG benefits, the results reinforce that the company offers a competitive and varied package, including all stages of collaborator's lives.

The survey results were analyzed by HR, and presented to the Board of Executive Officers and the Board of Directors, which deliberated on actions to be implemented to ensure the optimization of personnel costs and increase the alignment between the practices adopted by TBG and the market. Among them is the strengthening of collaborator recognition and reward practices through a variable compensation program, prioritizing merit and performance. Thus, in 2021, TBG once again allocated funds for the payment of a Premium for Superior Performance (PDS), the first of which took place in 2020.

Additionally, in 2020, a Collective Bargaining Agreement

was signed regarding Profit Sharing (PLR). It is estimated that, depending on the results obtained by the company in 2021, the distribution of profits to employees will be carried out in 2022.

TBG will continue to seek to improve human resources practices that recognize differentiated performance and value meritocracy, in line with its strategic objectives.

Human Capital Benchmarking

In 2021, TBG conducted, in partnership with a specialized consultancy firm, a Human Capital Benchmarking study; a study that brought together a group of companies' whose decision it was to monitor business results from the perspective of people management, identifying the usual market practices in managing the human capital. The study is an important methodological tool for comparing the performance of TBG in relation to companies in the same sector and size.

As a complementary action to the study, a People Analytics training program was structured and implemented, led by a partner institution, during the period from June to October 2021, with the following objectives:

- Training TBG's cross-functional team in People Analytics and data science concepts and tools, based

on human capital benchmarking and the strategic map;

- Definition of eleven indicators to compose the People Management dashboard;
- Definition of an indicator – Net ROI of Human Capital – to compose the Panel of Business Performance Indicators of the Integrated Management System (SGI).

The next step of the project, scheduled for March 2022, will be the structuring of a TBG business intelligence dashboard together with the Information Technology area.

Intellectual Capital

Since the beginning of TBG operations, the company has invested in the composition of an optimized, specialized and multifunctional workforce, in view of the company's unique operational characteristics, based on the remote operation of all field installations through high technology equipment. The disruptive solutions adopted have contributed to improving the efficiency of inspections, as well as reinforcing the integrity of facilities and the safety of our workers, through high-tech tools such as drones and smart glasses.

Knowledge Management

In 2021, 10 groups were organized to aid in the multiplication of critical knowledge, which resulted in 1,145 hours of activities, included 144 employees and 12 TBG instructors. To illustrate, among the topics covered: Electric Distribution System for Ecomps and Corrosion Control and Cathodic Protection.

Human Resources Development Program (PDRH)

In 2021, the Human Resources Development Program (PDRH) was continued, in order to train our collaborators for the transformation process underway at the company to deal with the new demands in the changing gas market and the challenges defined in the PE 2040.

- 102 new contracts, 13 in foreign institutions;
- 22,382 total training hours;
- 2,672 hours of anti-corruption training;
- 164 training sessions on Human Rights;
- score of 72.4, calculated in the HHT indicator (target: score of 30.0);
- score of 99%, calculated in the EIT indicator (target: 70 %);
- 3,143 videos watched on AVA*;
- 588 courses completed in the AVA*;
- 3,420 hours of AVA* training.

*AVA - Virtual Learning Environment

Throughout 2021, TBG followed strict restrictive measures to prevent infection by the new coronavirus. Every training demand was met with 100% solutions through a distance learning modality (EaD). The completion of this schedule was only possible thanks to the efforts of the TBG team and the search for suppliers adapted to this learning format and the adequacy of the teaching modality by our internal instructors.

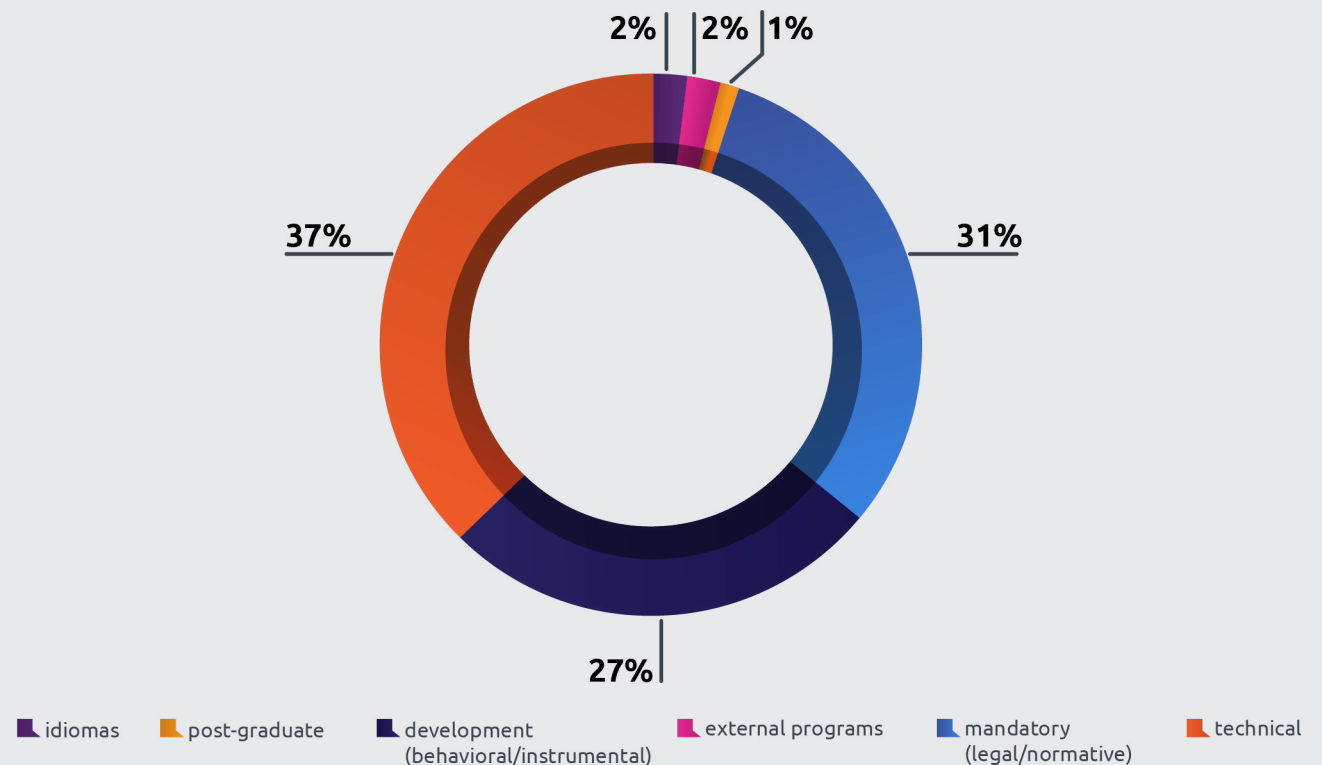
In 2021, TBG created the Development Trails project in a Virtual Learning Environment (AVA), in yet another initiative to train our workforce and interns. The work was carried out in partnership with an outside supplier and aligned with the strategic objective: "Stimulating

Productivity and Innovation Capacity".

Within the scope of the project and to incorporate the concept of lifelong learning and the development of essential skills to achieve results, 15 short-term courses were made available, distributed along four different development paths that addressed the themes: Productivity, Agility, Leadership and Creativity; a podcast track and eight live-format masterclasses were streamed live to the workforce.

The masterclasses had an average of 110 participants per event. All groups responded to an evaluation survey whose average result was 88% satisfaction.

DISTRIBUTION AND TYPE OF TRAINING PROGRAMS (%)



In another initiative, (Integrity Program), TBG provided collaborators and interns with Compliance training; a workload of eight hours. The course was given by an exponent professor from the area, who presented the basic concepts and legislation governing Compliance and Integrity.

In 2021, TBG started a partnership with an external supplier, its Environmental Education Program for Workers (PEAT), one of the requirements of the Operating License (LO) 081/2000, was renewed on 07/23/2014. The results must be monitored in accordance with Condition 2.2 of the License. The initiative is in line with the guideline

cited in Art. 4 of the IBAMA Normative Instruction (IN) No. 2, which provides for the provision of "teaching/learning processes, for developing a collaborator's ability to assess the implications of socio-environmental damages and risks arising from business activities in the physical-natural environment and in the social "Area of Influence".

The training event was held 100% online - distance learning modality - and divided into two categories, namely:

- Multipliers: composed of professionals in the areas of environment, security and communications, in addition to safety technicians.
- Field professionals: made up of pipeline and equipment technicians and supervisors, in six groups, each with a workload of 4 hours and a total participation of 102 employees.

The entire process was conducted with partnerships with the TBG SMS and HR areas.

Thanks to the work of our internal instructors, 1,762 hours of training were carried out, ensuring the required qualification of our workers for safe operations and maintenance routines within the SMS company indicators.

Leader Development Program (PDL)

Our Leader Development Program (PDL) was reformulated in 2020 and extended to all company leaders in 2021. The aim is to develop the skills that favor people management and improve manager effectiveness in keeping teams engaged in a changing scenario.

With a new fully online format, called "Ciclo AproximaRH". The program focuses on empathic leadership and the promotion of a culture of trust, with a view to transforming the company and overcoming business challenges.

The event to launch the new PDL cycle was attended by 66 managers (88% of the total). The themes "Relational and Emotional Intelligence" and "Non-violent Communication", were later addressed in workshops that brought together 20 managers, including supervisors and area coordinators. The AproximaRH Cycle included an average of 12 managers in each workshop.



► The TBG birthday celebration witnessed the launch of the documentary, "TBG: 24 Years of Living and Experiencing the Natural Gas History in Brazil"

In 2021, under the PDL, six workshops of four hours each were offered, totaling 24 hours, and six Sharing Wheels - three hours each, totaling 18 hours of practical exercises and exchanges of experience. The workload of the Program totaled 42 hours of training specifically for our managers, coordinators and supervisors.

Natural Capital

TBG's Natural Capital is made up of environmental resources, renewable or not, that are part of, or impacted by, our production process, that is, our natural gas pipeline transport service.

Information on TBG's Natural Capital is described in the ESG section of this Report.

Social and Relationship Capital

Internal Public

In order to obtain the best results in generating value for the company and promoting a positive organizational climate, actions were designed for our internal public, designed to inform, involve and engage the workforce. In 2021, 61 relevant news subjects were produced and published on our Internal Portal. Several internal campaigns were also carried out.

Campaigns aimed at disseminating: (1) the promotion of our corporate integrity and ethics culture. Highlight: Compliance Games; (2) awareness of the care and correct use of technological resources, alerting, for example, to the risks of phishing and the importance of strong password updates (see Information Security); (3) the

more than 7 years without lost-time accidents; (4) the TBG training program -Development Tracks; (5) the management change process and organizational culture -Sinapses Project; (6) immunization against influenza - Influenza H1N1; (7) the company's 24th anniversary, with the release of the documentary entitled: "TBG: 24 years experiencing and history of natural gas in Brazil" (<https://youtu.be/IGSRbqfL8pw>); (8) awareness and support events, to deal with the covid-19 pandemic challenge – "Choose" and "You already know, but stay tuned!"; (9) the Innovation Program - Inova TBG; (10) the Wellness/Health Program – "TBG on the Move", among other structured initiatives.

We also point out that the campaigns "Choose" and "You already know, but stay tuned!", for awareness and prevention of coronavirus, were also highlights of public disclosure in our external channels as they are characterized as a public utility service. The "Choose" campaign reached approximately 20 thousand views (visibility on social media platforms), more than six thousand views and over 38 hours of video viewing time in 12 publications on TBG's LinkedIn profile and 12 on the YouTube Channel. The campaign - You already know, but stay tuned! reached approximately 9,400 visits, more than 3,000 views and over 22 hours of video viewing time in five publications on TBG's LinkedIn profile and 15 on YouTube. (five public and eight restricted to the internal public).

TBG Institutional Communication Channel

Following the guidelines set down in our Communication and Relationship Policy, the company is careful to maintain all our communications accurate, clear, consistent, transparent, simple and agile, as part of our social and corporate identity and in our attitude concerning relations with the diverse audiences we interact with. Regarding the general external demands, in 2021 we received 232 protocols on our 'Fale Conosco' channel, accessible at <<https://www.tbg.com.br/fale-conosco>>. In the period, the average time for response and treatment of the protocols was 1.96 days

Relations with the Press

TBG relations with the Press are carried out in a transparent and timely manner to meet every demand and to disseminate notes and news releases on relevant matters. Through the analysis of daily news clippings, it is possible to monitor the media response so we can verify the comments made regarding the company. When necessary, corrections are made immediately and informed for publishing by the Press. In 2021, there were 22 direct interventions with the Press. As for any repercussions to our releases and notes, we recorded 487 mentions in press vehicles, all of which were positive. These dissemination actions reached more than three million views in online vehicles and, if we consider the equivalence with paid space, in print and online vehicles, we obtained, without the cost of publications, an approximate value of R\$ 1.5 million in publicity or advertising (source: Press Office and TBG clipping system metrics).

Promotion of the TBG Portfolio

We believe that easy access to the natural gas transport system is a strategic issue for strengthening industry and promoting competitiveness in the gas sector. This is why we widely publicize our products, among other continuous communication actions. This philosophy generated the following highlights in 2021:

- We were Gold-class sponsors of the Rio Pipeline 2021, the largest gas pipeline event in Latin America, which took place entirely online, between November 9th and 11th, and was attended by 1,580 participants from 27 countries, providing 30 hours of content and the participation of 102 speakers (source IBP). Of these, six TBG participants were part of the qualified debates on: (1) implementation of new technologies to improve the safety of pipeline transport activities; (2) operation of the Gas Pipeline during the pandemic; (3) new channels for a new gas market; (4) alternatives for gas supply in Brazil and opportunities for the pipeline sector, with ideas related to the promising moment of the national market and flexibility through the 'entry and exit' model to offer capacity, short-

term products, partnership among the carriers aiming at the integration of the national system and the commercialization of shared products, among other improvements and expansion initiatives; (5) natural gas competitiveness, commercialization and business models; and (6) inspection of the pipeline grid;

- In October, we launched our Instagram profile <<https://www.instagram.com/tbg.gas>>, providing TBG with another popular social network to expand strategic company communication actions. Until the month of December, 37 posts were made;
- TBG posted 173 publications on LinkedIn <<http://www.linkedin.com/company/tbg-gasnatural>>, promoting various products and actions made by the company. This resulted in an organic increase that reached the mark of 12,467 thousand followers, which represents a 23.52% viewer increase compared to 2020;
- TBG's YouTube channel <<https://www.youtube.com/c/TBGgasnatural>> gained 64 new public videos to promote products and various actions. In 2021, our YouTube videos received 16,000 views, totaling 1,190 hours of viewing time;
- Throughout the year, we developed a specific campaign to promote short-term products, which resulted in 6,800 video views on TBG's social networks. In the Press, it reached 111 publications, obtaining more than 1.3 million views in online vehicles and approximately R\$ 400 thousand in value, if we consider the equivalence with paid advertising space in print and online vehicles (source: Press Office and metrics of the TBG clipping system).
- We led the agreement among gas carriers for the new version of the POC - Capacity Booking Platform, an unprecedented electronic marketplace in Brazil, whose campaign developed in July and August with the other carriers totaling 55 publications, more than 570 thousand views in the online press and a valuation of more than R\$ 247 thousand, if we consider the equivalence with paid advertising online space and printed vehicles (source: Press Office and TBG clipping

system metrics). On the TBG social networks, more than 18,800 visits were recorded on LinkedIn and YouTube channels.

- In August and September, we promoted our “Environment” campaign, which publicized the results of compensatory actions carried out by TBG, reinforcing the commitment to environmental preservation. The campaign resulted in approximately 10 thousand views, more than three thousand views in about 15 hours of video viewing in five publications on LinkedIn and 10 on YouTube.



► In October 2021, the TBG Profile was posted on Instagram: @tbg.gas

Clients

Measuring the company's performance with regard to the services we provide, our relations and our organizational image held by clients is extremely important. For this end, we conduct every year a Customer Satisfaction Survey (PSC). The result calculated in 2021 showed a 99.01% satisfaction index.

Throughout 2021, TBG carried out interactions with market agents interested in learning about the new service provision model, which clarifies the commercial and operational aspects related to our gas transport services, as well as capturing the market's perception of potential points for improvement in the contracts, in order to increase the attractiveness of our products.

Suppliers

In 2021, TBG signed 709 service and material procurement contracts with 445 suppliers.

The TBG Supply of Materials, Goods and Services Conditions were designed to improve the company's relations with market suppliers. In order to regulate the general contracting rules and meet the requirements of Law 13,303/16, TBG elaborated its Bidding and Contracts Regulation Policy. The documents may be seen on the website <<http://www.tbg.com.br>>. Our contracting of services and acquisition of materials rules comply with public administration guidelines and are published in the Federal Official Gazette – DOU and on the Petronect portal <http://www.petronect.com.br>

Productive Capital

TBG's productive capital comprises of natural gas pipeline transport services, new businesses and our entire Asset Regulatory Base (BRA), that is, the infrastructure that we use in the company's production process that is capable of generating wealth destined for to increase production

capacity and improve the quality of our services.

The natural gas transport pipeline is constructed of welded and buried steel tubes. This pipeline lies within a strip of land, 20 meters wide, duly signaled and demarcated, called the pipeline right-of-way.

TBG also has a Maintenance Center located in Campinas/SP, our Head Office, located in Rio de Janeiro/RJ, a Distribution Center located in Hortolândia/SP, as well as operational units distributed along the gas pipeline. The main tangible assets are listed in another section of this report.

Natural Gas Transport Service

In 2021, the average volume of natural gas transported by TBG was 24.5 million m³/day. From January to May, there was little variation in gas transport volumes, establishing an average of 23.6 million m³/day in the period. As of June, with the implementation of the national guideline for the operation of thermoelectric plants, the increase in transported volume was significant, reaching 27.2 million m³/day in October.

Regarding gas receipts, in the period from January to December, the average receipt of Bolivian gas was 19.5 million m³/day, while the gas received in Paulínia/SP, in the Southeast network, reached an average of 5.5 million m³/day. million m³/day in the same period.

Operational Excellence

Our operations are focused on bold operational performance goals; in 2021 we recorded zero gas delivery failures and 99.43% reliability of our compression system.

For TBG, the historic record reached in 2021, of seven years and eleven months without any type of gas delivery failure, is a point of professional pride and excellence to inform we the fulfilled all commercial and operational commitments. The Gas Delivery Failure index is one of our strategic corporate performance indicators and has a “zero” occurrence target as our goal. Reaching this goal is

the result of a constant search by company teams to avoid any interruption capable of causing a consumer delivery stoppage.

To ensure the delivery of natural gas without a single failure for so long a time, TBG is intensely dedicated to detailed pipeline inspections run by our Reliability Centered Maintenance (MCC) procedure; a Failure cause-and-effect Analysis technique that also requires a very high level of reliability performance.

Some operational services designed to ensure our operational reliability were carried out in 2021:

- General maintenance campaign on 11 gas engines (compressor drives and electricity generation units) and on four bundles of centrifugal gas compressors;
- Maintenance of our approved credentials issued by Inmetro, regarding our Calibration Laboratory

(pressure and temperature measurements), based on NBR ISO/IEC 17025:2017 standards;

- Replacement of five two-bundle gas turbines and two dry seals on strategic centrifugal compressors;
- Modernization of the automatic control system for the turbochargers in Ecomp Penápolis/SP and fire detection and fighting systems on our moto- generators at Ecomps in Ribas do Rio Pardo/MS and Três Lagoas/MS

Work was also completed on the second natural gas intake at the Jaguariúna, Itatiba and Guararema outlet points that deliver a large volume of gas on the Paulínia-Guararema section, in São Paulo. This modification makes it possible for the points to receive gas from both Paulínia and Guararema, where TBG has interconnections with the NTS network, increasing supply reliability for industries and other consumers in the region.

TBG has been adopting measures to enhance initiatives related to ESG issues, as well as to adapt to the requirements of ANP Terrestrial Pipeline Technical Regulations (RTDT). Compliance with the RTDT reduces risks associated with environmental damage, to the people and communities surrounding the pipeline route, while protecting the company's activities and the interests of our shareholders.

Making use of our own, or contracted teams, inspections are routinely carried out in the right-of-way as well as maintenance routines along pipeline. These teams also respond to the information received on the Gas Line as well as possible threats identified during field inspections. In 2021, 210 calls were answered.

In 2021, we also recorded the execution of 38 geotechnical interventions, to guarantee the integrity of the gas pipeline. This required investments of nearly R\$ 3.5 million.

► Drone aerial inspection of the São Carlos City Gate in São Paulo



Looking at our interactions with society, 160 visits were made to local landowners to update registry information and prevent possible interventions in the vicinity of the right-of-way. In the Public Awareness Program, conducted in partnership with the TBG HSE area, interfaces with third parties were intensified, highlighting visits to local electricity distribution companies, the Fire Department, city halls and units of the Brazilian Navy.

Associated with the idea of integrity and operational safety, in 2021 the risk analysis study for Reclassification of Lease Class was finalized to identify the need for changes in the construction environment of the pipeline according to the population density of the inhabited regions where we are present. Such measures consolidate and materialize our social responsibility focus and the care we take with the environment; these principles are widely disseminated throughout our company.

Looking at environmental aspect, special attention was given to the environmental protection area known as Mananciais do Córrego Guariroba (APA do Guariroba), located in the region of Campo Grande/MS. This territory is of great importance to the local community, as it houses the main system that produces potable water in the region. We organized 12 visits for technical inspections to this special area and held 11 technical meetings involving the APA Management Committee.

TBG also monitored the pipeline right-of-way through satellite images, in a systematic process that issues alerts when any changes along the pipeline are detected. A total of 295 alerts were recorded and verified, with a focus on identifying possible threats to the integrity of the facilities.

Through the use of drone inspections, approximately 123 km of the pipeline passage way between the São Carlos/SP-Paulínia/SP and Paulínia/SP-Capão Bonito/SP sections were mapped. Both projects do comply with the regulatory requirements recommended by the RTDT and operating licenses.

On another front of our pipeline integrity program, we continue holding periodic campaigns for internal inspections of our pipelines using instrumented pigs.



► Welding work on the pipeline duct - a new entry point in Garuva/SC

In order to integrate with other market players and technical improvement teams, the 1st Pipeline Integrity Workshop was developed in conjunction with ATGás, with the participation of 80 professionals from the natural gas transport segment. At the event, TBG specialists presented technical studies on the 'Pipe Inspection' and 'Prevention and Control of Third-Party Actions and Risk Analysis in Gas Pipelines' processes.

Also worthy of note was our participation on the Rio Pipeline 2021 Technical Committee and, in addition, the technical presentations presented on Data Integration for Risk Analysis in the Integrity Management and Change Detection process by Satellite Images.

New Business Enterprises

TBG currently has two gas inlet points. In Corumbá/MS, to receive Bolivian gas, and in Paulínia/SP, through the interconnection with the Gascar pipeline, to receive national gas and even gas from LNG terminals.

In 2021, the company concluded a project and contracts to start the construction of a new gas entry point, in Garuva/SC, through the interconnection of TBG with the gas pipeline to be built by NFE (New Fostress Energy) from a maritime LNG terminal and to be installed in the Bay of Babitonga/SC, a project to construct a 31 km extension. The project includes an input volume capacity of up to five million m³/day in a first phase, and will reach a maximum input capacity of 15 million m³/day by 2022.

Supply of Goods and Services

The year 2021 was dedicated to the preparation of an enhanced purchasing and contracting process for the divestment process, since, after its conclusion, TBG will no longer be obliged to follow Law 13,303/2016.

A new Electronic Purchasing Portal was also contracted, which is currently being implemented and is expected to go into service from March 2022. This system will replace the SIC (Purchasing Information System), responsible for the depository of information and approval flows, and the Petronect Electronic Portal, which conducts the bidding processes as defined by Law 13.303/2016, interfacing with the market. The new portal will interface with the market and approval flow, also adding as a management tool, as it will generate automatic reports and management indicators online.

In 2021, the procedures to adapt the new process were still in the elaboration phase, as well as the structuring of requisition approval flows.

Regarding the logistics process, in view of the pandemic scenario imposing restrictions on travel and on-site activities, it was necessary to use our creativity to implant a new methodology for counting and checking inventory at all Operating Units and for the Hortolândia Distribution Center. The process was finalized in 2021.

In order to improve the TBG inventory management process, over this last year we sought to expand the use of automation. The implementation of a Control System by RFID tags was analyzed and approved. Completion of the new project is scheduled for the first half of 2022.

Financial Capital

Company revenue is guaranteed by ship or pay transport service contracts (in which carriers are obliged to pay for the contracted transport capacity service, regardless of the volume transported to be carried. This process normally starts with an Open Season process based on issuance of Entry and Exit regime contracts and based on the premise of the possibility of independent contracting of entry and exit operations by multiple agents, substituting a single carrier, and in the postal modality.

Tariff Modeling

The tariff regime for the natural gas pipeline transport service is prepared in compliance with the regulatory framework in force in Brazil, considering the guidelines of the national regulatory agency - ANP. Our tariff planning and modeling team also prepares the tariff calculation for new contracts and for simulations requested by new shippers operating in the gas market. This activity requires dynamism, market monitoring, and constant updating of economic, financial and regulatory parameters, always keeping in mind, our commitment to offering competitive values, acting in the interests of the company, our shareholders, the market in general and society, while constantly generating value assure corporate sustainability.

Contract Amendments

The year was marked by the signing of important amendments to the transport contracts, in order to

promote better access for new entrants to the TBG network, as well as contributing to the development of the new natural gas market model.

Through the execution of a contractual amendment, the Emed Replan Receiving Point was removed from the TCX (Transportation Contract Extra) contract. The reduction in the operational flexibility of receiving six million cubic meters/day, originally provided for in the contract, permitted that this transport capacity to be offered to the market.

Additionally, an amendment was also signed that transforms the CPAC contract, originally entered into on a peer-to-peer basis, into a contract compatible with TBG's new entry and exit contracts, in line with the New Gas Law. Thus, TBG reinforced its position as a pioneer in the market even during the transition of contracting models, by carrying out the first conversion from a legacy contract to the new contracting regime.

TBG also signed the amendments to the CPAC Contract and TCO (Transportation Contract Option), which standardized the rules applicable to the calorific value calculation methodology and the start and end time period of the "operating day", including parameters practiced by other carriers and facilitating the conditions for the entry of new agents into the national integrated natural gas pipeline network and finally, the implementation of the new market model.

With the termination of the TCX contract, TBG entered into the Term of Commitment with Petrobras, which formalizes the acquisition of part of the packaging gas in the gas pipeline, as provided for in the contract.

►► BUSINESS PERFORMANCE

Corporate Goals

Corporate Goals Monitoring of operational, commercial and economic-financial performance is presented monthly to Senior Management through the Monthly Corporate Performance Report (RMDE).

By monitoring indicators linked to the Strategic Planning, the company is constantly aligned with the approved strategic guidelines. Furthermore, Critical Analysis Meetings (RAC) are held with various areas of the company to mitigate or define remedial actions, if and when problems are identified that may interfere with achieving goals.

The Corporate Governance structure guarantees the involvement of Senior Management and managers in the entire process, from the definition of goals to the periodic monthly monitoring.

Below, please see the panels used by the TBG main strategic indicators in 2021:

CORPORATE GOALS

| INDICATOR | DIRECTION | REALIZED | | GOAL |
|------------------------------|-----------|----------|---|---------|
| Return on Net Assets | ▲ | 243.83% | ● | 151.89% |
| Technical Capacity Cost | ▼ | 9.81% | ● | 11.02 |
| Operational Management Costs | ▼ | 295.01% | ● | 318.91 |

EXECUTIVE GOALS

| INDICATOR | DIRECTION | REALIZED | | GOAL |
|------------------------------|-----------|----------|---|--------|
| Total Preventive maintenance | ▲ | 98.60% | ● | 96.00% |
| Client Satisfaction Level | ▲ | 99.01% | ● | 95.00% |
| Return on Assets | ▲ | 34.98% | ● | 22.98% |

WORKFORCE GOALS

| INDICATOR | DIRECTION | REALIZED | | GOAL |
|--------------------------------|-----------|----------|---|----------|
| Gas Delivery Failure | ▼ | 0 | ● | 0 |
| Compression System Reliability | ▲ | 99.43% | ● | 98.00% |
| Technical Capacity Cost | ▼ | 9.81 | ● | 9.91 |
| EBITDA | ▲ | 1,423.46 | ● | 1,079.85 |
| Per Capita Productivity | ▲ | 3.96 | ● | 3.19 |

Economic-Financial Performance

In 2021, Gross Operating Revenue showed a result of R\$ 2.07 billion, surpassing 2020 by 6%. and representing 81% of Net Operating Revenue.

Net Income for the year was R\$ 811 million, 40% greater than in 2020. The increase is mainly due to revenues from additional transport contracts, application of penalties, exchange rate variations and reduction of costs and expenses.

Macroeconomic Scenario

The national unemployment rate showed a slight deceleration in 2021, but remaining above the level before the pandemic crisis, despite the fact that the market still showed reflections of the covid-19 pandemic impact on the economy,

Inflation measured by the Broad National Consumer Price Index (IPCA) ended 2021 with an increase of 10.06%, thus exceeding the target of 3.75% defined by the National Monetary Council, whose ceiling was 5.25 %. The data are from the IBGE.

With inflation above the target, the Central Bank chose to reverse the interest rate policy that had been adopted, raising the basic interest rate during 2021. At its last meeting of the year, held on 12/7 and 8/12/2021, the Monetary Policy Committee (Copom) decided to raise the Selic from 7.75% to 9.25%. For purposes of measuring this increase in interest rates, the Selic rate in the same period last year was 2%.

In this scenario, the Focus Bulletin, in its first publication in 2021, projected a GDP growth of about 3.41%. In its last publication of the year, (12/31/2021), it estimated a growth of 4.50%.

Dividends

TBG maintained the history of distributing to its shareholders dividends corresponding to the entire profit of the previous year, which, in 2020, was equivalent to R\$ 578.8 million (principal value).

Additionally, due to strong cash generation, the company maintained its decision to anticipate dividends to shareholders. Thus, in August and December 2021, the payment of dividends related, respectively, to retained earnings for the first half of the year, totaling R\$ 342.3 million and retained earnings for the third quarter of the year, in the total of BRL 288.4 million, totaling BRL 630.8 million (principal amount) of anticipated dividends for fiscal year 2021.

In the accumulated, since the first payment, in 2007, R\$ 6.4 billion in dividends have already been distributed to TBG shareholders (gross and nominal values), as shown in the table below (in Millions):

in R\$ millions

| 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | TOTAL |
|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|-------|
| 176 | 153 | 233 | 191 | 187 | 281 | 389 | 581 | 466 | 336 | 886 | 555 | 752 | 581 | 631 | 6.397 |

Minimum Cash-on-Hand

TBG's minimum safety cash-on-hand policy was changed in November 2021, as approved by the Board of Directors, from the equivalent in local currency, equivalent to US\$ 30 million (thirty million US dollars) to R\$ 75 million (seventy-five five million reais). This reduction was feasible as the company paid off the financing assumed in the past for the construction of the gas pipeline, which contained contractual requirements (covenants) that required the maintenance of a higher minimum cash flow. The table below details the new composition of the minimum cash, in the amount of R\$ 75 million. (Values shown in Millions)

in R\$ millions

| NEW MINIMUM CASH-ON-HAND (SEPT/21) | VALUE |
|---|-----------|
| Cash reserve for pipeline repairs | 48,2 |
| Cash reserve for operational and administration costs | 26,4 |
| Total | 75 |

Financial Applications

In 2021, until 12/31/2021, financial investments in the Banco do Brasil - Extramercado FAE 2 Fund yielded 2.64%. The Extramercado XIX Fund, held by Caixa Econômica Federal, exclusive to TBG, yielded 2.91% in the same period. On a consolidated basis, the Company's financial investments yielded 2.77% in 2021.

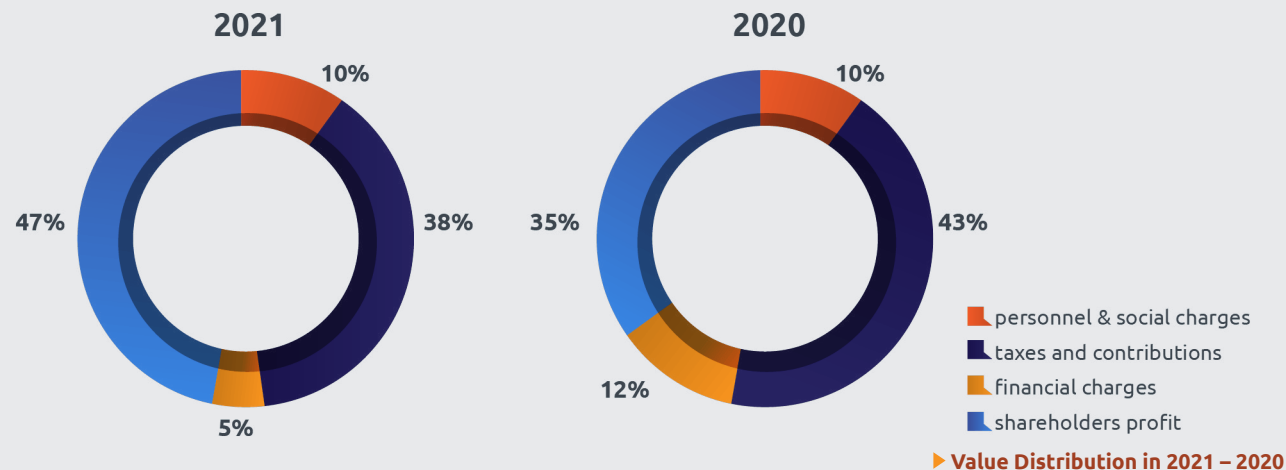
In general, the profitability of the category of extra-market funds, to which TBG has investment restrictions for legal reasons, suffered in 2021 by the significant increase in interest rates in the economy, since these funds mostly have fixed rate bonds in their portfolio.

▶▶ VALUE-ADDED STATEMENT (DVA)

The Value-Added Statement (DVA) presents information of an economic and social nature and an assessment of TBG's activities in the natural gas pipeline transport segment.

We present below, in summary, the values corresponding to the formation of wealth generated by the company in 2021 and its respective distribution. The activities of transporting natural gas, operation and maintenance of the Gas Pipeline, economic and financial management and the company's new businesses generated R\$ 1.7 billion in added wealth to society.

VALUE DISTRIBUTION IN 2021 – 2020



TBG - DVA - STATEMENT OF VALUE ADDED

Statement of Value Added 2021 2020

| |
|-----------------------------|
| Operating revenues |
| Third-Party Inputs |
| Withholdings (depreciation) |
| Financial Revenues |
| Total Value Added |

Value Added Distribution

| |
|--------------------------------------|
| Personnel - includes social charges |
| Government - taxes and contributions |
| Financial Charges |
| Shareholders - profit for the year |
| Value Added Distributed |

in R\$ millions

| | 2021 | 2020 |
|--------------------------------------|--------------|--------------|
| Operating revenues | 2.070 | 1.948 |
| Third-Party Inputs | (155) | (120) |
| Withholdings (depreciation) | (198) | (196) |
| Financial Revenues | 12 | 25 |
| Total Value Added | 1.729 | 1.656 |
| Personnel - includes social charges | 179 | 161 |
| Government - taxes and contributions | 651 | 715 |
| Financial Charges | 90 | 201 |
| Shareholders - profit for the year | 810 | 579 |
| Value Added Distributed | 1.729 | 1.656 |

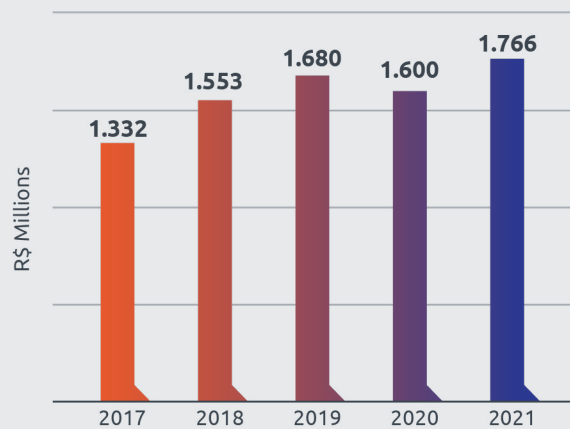
▶ Statement of Value Added 2021 – 2020

10

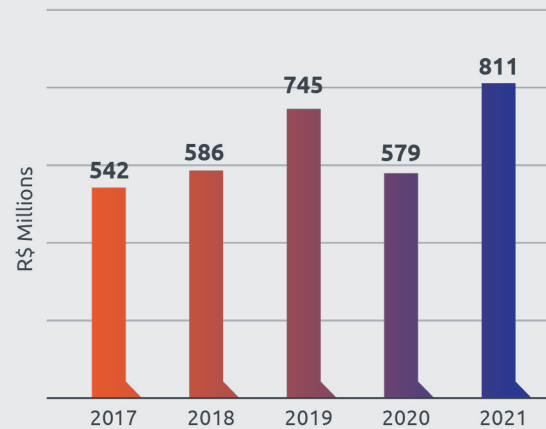
MAIN TBG RESULTS IN 2021



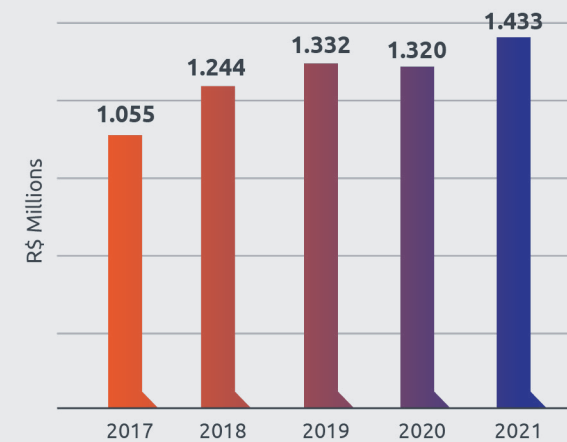
NET OPERATIONAL REVENUE



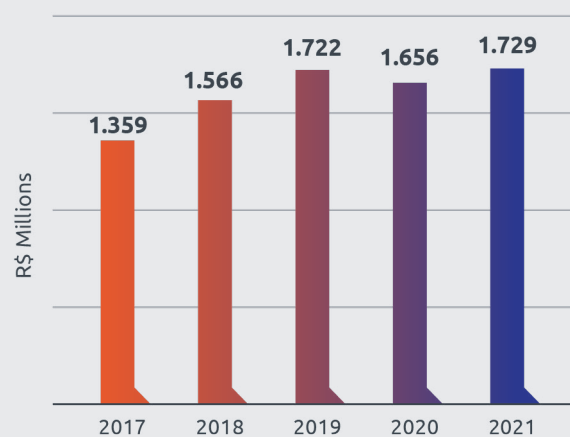
NET PROFIT



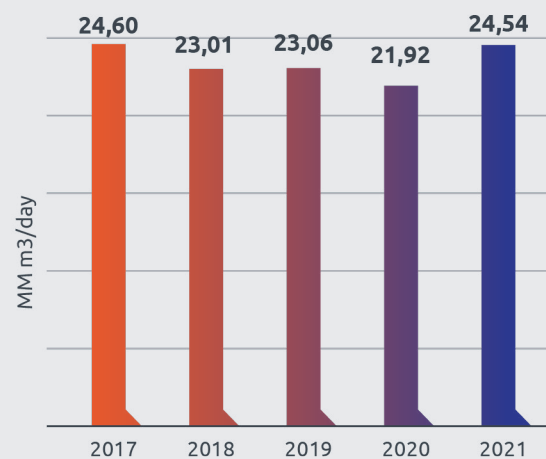
EBITDA



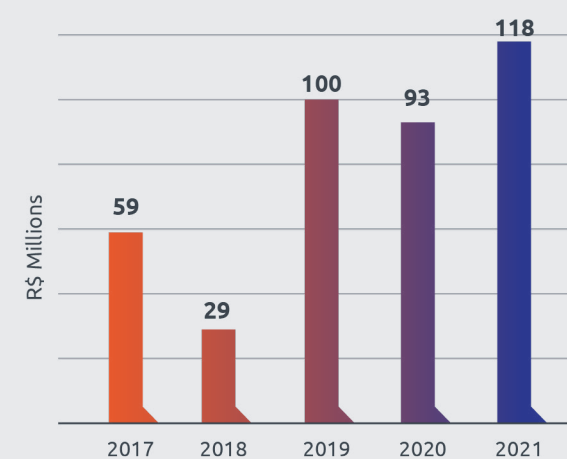
VALUE ADDED



AVERAGE VOLUME TRANSPORTED



INVESTMENTS



PROFITABILITY

| | 2017 | 2018 | 2019 | 2020 | 2021 |
|--|------|------|------|------|------|
| Gross Margin (Gross Profit over Net Revenue) | 73% | 75% | 75% | 77% | 76% |
| EBITDA over Net Revenue | 79% | 80% | 79% | 82% | 81% |
| Dividends Paid in R\$ Millions | 847 | 542 | 968 | 642 | 959 |

Strategic Objectives: Maximize result and financial returns while maintaining corporate sustainability.

FINANCIAL

| | 2017 | 2018 | 2019 | 2020 | 2021 |
|---|-------|-------|-------|-------|-------|
| Fixed and intangible assts, in R\$ Millions | 1.977 | 1.805 | 1.742 | 1.636 | 1.571 |
| Profit over Shareholders' Equity, in R\$ Millions | 512 | 515 | 566 | 413 | 333 |
| Indebtedness (pegged to the USD\$), in R\$ Millions | 819 | 656 | 652 | 802 | 819 |
| Capital Structure (third-party capital/total liabilities. | 72% | 79% | 77% | 86% | 82% |

Strategic Objectives: Maximize result and financial returns.

OPERATIONAL INDICATORS

| | 2017 | 2018 | 2019 | 2020 | 2021 |
|--------------------------------|--------|--------|--------|--------|--------|
| Gas line delivery failures | 0 | 0 | 0 | 0 | 0 |
| Gas line service | 315 | 379 | 609 | 660 | 799 |
| Compression System reliability | 99,50% | 99,50% | 99,40% | 98,44% | 99,43% |
| Preventive maintenance | 99,70% | 99,70% | 99,30% | 96,30% | 98,60% |
| Level of client satisfaction | 99,38% | 99,06% | 98,90% | 97,35% | 99,01% |
| Recordable injury rate | 0,58 | 0,00 | 0,00 | 0,00 | 0,00 |

Strategic Objectives: Ensure the integrity and adequate availability of assets; transport natural gas safely, reliably and with respect for life and the environment; act as the reference Logistics Operator of the Transport system, meeting the needs of customers with excellence.

HUMAN RESOURCES

| | 2017 | 2018 | 2019 | 2020 | 2021 |
|---|------|------|------|------|------|
| Number of collaborators | 296 | 302 | 295 | 297 | 313 |
| Training hours per collaborator per year | 46 | 62 | 58 | 66 | 73 |
| Gross operational revenue per collaborator, in R\$ Millions | 5,5 | 6,2 | 6,9 | 6,6 | 6,6 |

Strategic Objectives: Develop people; encourage productivity and the capacity for innovation; promote organizational development.



11

PERSPECTIVES



In this new year - 2022, Brazil demonstrates good prospects for growth in terms of energy demand, especially natural gas. The process of opening up the natural gas market presently underway in the country will attract the participation of new agents and new investors and already requires the adoption of new actions from carriers.

In order to attract new customers and increase demand for our transport services, TBG will continue to develop competitive and flexible products. In the POC - Capacity Booking Portal, products will continue to be offered, with new improvements in the tools that assure increased agility, security and innovative functions.

TBG will continue to strengthen its operational flexibility even further in view of the emergence of new sources or modes of supplying natural gas. Regarding our operational actions, the company will continue committed to maintaining a high level of reliability and operational excellence, in order to meet the special needs of the market.

TBG will remain focused on expanding its transportation system and on integrating with new sources of supply, to meet demands in the areas in which we operate. This intention confirms our strategic planning, as the gas pipeline is strategically installed in regions of Brazil with great gas consumption potential, either due to industrial capacity or the growth of the consumer population base.

Our future actions will be guided by the guidelines of environmental sustainability and internalizing the concepts of social and economic progress, in harmony with the environment, which exemplifies one of our main values. As such, in our operations, as well as in the construction of new projects, every necessary care and criteria will be observed to contribute to environmental quality where ever our pipeline and facilities are present.

Pioneering is our vocation: either by contributing to the transition process of the Brazilian natural gas market, or by incorporating social and environmental safeguards into its activities.

Finally, when thinking about resource management,

TBG will continue to be committed to maintaining the remuneration of our shareholders at an adequate level, developing our businesses to grow profitably, expanding our product portfolio, encouraging innovation, simplifying and increasing our efficiency in managing costs, all in our search for greater profitability and competitiveness, while implementing actions aimed at modernization and the continuous transformation of the company's organizational culture towards digitalization and innovation.

TBG has been reinventing itself to adapt to the new market reality.

We recognize our importance to society as central core development and a promoter of innovation, we will continue to invest in carrying out our mission of providing the best logistical solutions connecting natural gas offers to the markets, adding value for the benefit of the sustainable progress of industry, thermoelectric generation and heating of homes. We will continue to defend our values of Respect for Life and the Environment, Ethics, Focus on Results, Operational Excellence, Innovation and Cooperation thanks to our vision of remaining the national reference in the Brazilian natural gas market because of the TBG pioneering spirit and transformation capacity.

We are prepared to make 2022 a year of successful business consolidation and of new and yet greater achievements for the company.

CREDITS

EDITORIAL COORDINATION

Institutional Communication Coordination

CONTENT COORDINATION

Performance Coordination and Business Risks
Comptroller Management

GRAPHIC PROJECT AND DIAGRAMMING

Hábil Design

PHOTOGRAPHS

TBG Archives | pages 23, 44 & 55
Alvaro Victor | pages 8, 18 & 46
Andre Ferreira Mathias | pages 6 & 57
Fabrizia Granatiere | page 11
João Mario Nunes | pages 5 & 43
Marcello Ferreira | pages 3 & 12
Marcus Almeida | page 64
Mário Luiz Bueno | page 35
Paula Kossatz | pages 13, 27, 29, 37 & 56
Renata Abreu | page 20



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