

**Conference Call Transcript**  
**4Q23 Results**  
**Cielo (CIEL3 BZ)**  
**February 6, 2024**

**Operator:**

Good morning, and thank you for holding. Welcome to Cielo's conference call for the 4Q of 2023 results. With us here today, we have Mr. Estanislau Llobatera Bassols, Filipe Oliveira, and Daniel Diniz.

We inform you that this event is being recorded and live streamed on the Internet via the Zoom platform accessible at the address provided or with the link available on the Investor Relations website, [ri.cielo.com.br](http://ri.cielo.com.br).

Please note that questions will be received via audio on the Zoom platform and will be answered shortly. To join the queue, please press the 'raise hand' button. If your question has been answered, you can leave the queue by clicking on the 'lower hand' button. Listeners can switch the audio language using the 'interpretation' button. In the original audio option, the listener will always hear the speakers, even when they are speaking in Portuguese.

Before proceeding, we would like to clarify that any statements made during this teleconference regarding Cielo's business outlook, projections, operational and financial goals constitute the beliefs and assumptions of the Company's management as well as information currently available to Cielo. Future considerations are not performance guarantees and involve risks, uncertainties and assumptions as they refer to future events and therefore, depend on circumstances that may or may not occur. Investors and analysts should understand that general conditions, industry conditions and other operational factors may affect Cielo's future results and may lead to results that materially differ from those expressed in such conditions.

Based on the presentation published on the Company's IR website, this conference call is open exclusively for questions and answers, which will be preceded by a message from Mr. Estanis, CEO of the Company.

If you have any questions, please press the 'raise hand' button. If your question has been answered, you can leave the queue by clicking on the 'lower hand' button. Questions will be taken in the order they are received.

I will now pass it over to Mr. Estanis for his opening remarks.

**Estanislau Bassols:**

Good morning, everyone. Thank you for being here for our conference call. Before I make my remarks about our earnings for 2023, I have some points on the material facts we filed yesterday.

We received information about the decision to make a public buyback offer. About that, we would like to inform you that all the information we received in the Company are the ones in the documents that have been published. We are waiting for this topic to advance, and I would like to emphasize that we are limited to the information published in the material facts. Any additional information will be communicated to the market properly following legislation and best practices.

Moving over to some highlights from 2023. We have had great results in 2023. We advanced in the 3 topics that we selected as priorities for the year, improving client experience, focusing on profitability, and reaching new advances in digital transformation and new products. In Customer Experience, we reached a historical record in the NPS indicator. A 20-point growth since July 2022. In the 2H23, NPS grew by 6 points. This was extraordinary for such a short time. Our clients have

a better perception about our services, factors which are reflected in our churn that now have a downward trend. We have improved a lot. We know that there's still a lot to improve, but we are on the right track. Our goal is to position Cielo as the best-in-class in service, service quality and user experience.

To dazzle our clients will have to go beyond doing things well. We need to continue improving our solutions portfolio. *Pra Cima Cielo* is doing everything we need to accelerate our innovation agenda. In 2023, we found great results. We launched The Cielo Tap. We developed Urban Mobility Solutions, and we also brought in innovation for receivable advanced products and other improvements to our portfolio.

We are investing to improve our technological book and our processes, which will improve our time to market and will allow us to launch new solutions in the payment core or in added-value financial services. So everything we are doing to improve client experience has required investments. We have been transparent with the market as we are in a relevant investment cycle, not only to improve operations, optimize processes and service quality, but also to expand our commercial teams.

We have started to capture benefits from the churn and costs. We are confident that we can capture benefits in revenues and expenses, especially in the 2H of the year. Even with the short-term pressure of these investments, we have been delivering consistent results.

Even with the pressure of these short-term investments, we continue to deliver consistent results. Cielo remains focused on optimizing results and cash generation. We started the year 2023 with consensus estimates pointing to a net profit of R\$1.7 billion. We reported recurring results of R\$1.864 billion. Including one-time events, the net profit reached R\$2.1 billion in 2023.

Looking towards 2024, I see important challenges. We need to take new leads in products and continue to ramp up the SMB. We have to find new service levels in advance in new solutions, emphasizing integrated solutions. And we need to continue accelerating our transformation process, always keeping our commitment to profitability, results and operational efficiency.

I am confident that we are prepared to overcome these challenges. Once again, thank you for being here. And now we can continue with the Q&A.

**Guilherme Grespan, JPMorgan:**

Thank you for the presentation and for the questions. I wanted to ask a question regarding the Material Fact you received. You even released a second Material Fact yesterday, and I think you must have communicated with the controllers. I just wanted to understand, from your perspective, the understanding of what the process is going forward, regarding two things. First, if the price of the tender offer announced by them and by you would be adjusted by the Selic rate; and, number two, the approval requirement, if it goes through 2/3 approval within the assembly of minority shareholders. I wanted to confirm these two points.

My second question is about productivity and headcount. I would just like to go into that and how that's gone in the SMB segment? We saw that TPV went up, and SMB is still underpaying. And we have seen across the board a movement in headcount focused on SMB that has also been announced by some of your competitors. So I would just like to hear a little bit about how that has been going on in the SMB segment.

**Daniel Diniz:**

Grespan, good morning. I will answer the first part of your question regarding the Material Facts we disclosed yesterday, and then I will hand it over to Estanis, who will talk a bit about the SMB segment.

Regarding the questions you asked related to the price, the response I have for you is the one that is in the Material Facts we disclosed yesterday. The base price is that, and the price will be adjusted by the interest on shareholders capital (ISC) that will be distributed and that were also announced yesterday by the Company.

Regarding your specific question about a potential adjustment by the CDI, I do not have that information yet.

The second point is about approval requirements, which you mentioned. I am imagining here, Grespan, that we have three possible outcomes for this operation. One is that, obviously, there is a possibility that nothing happens, natural in this type of process. The second step is that, if the operation is approved by 1/3 of the minority shareholders, we would have a situation in which the Company would remain listed but would no longer have its shares traded on the New Market, in the special listing index.

The third situation that could happen is that the offer is approved by a minimum of 2/3 of the minority shareholders. In this situation, the Company would cease to be registered in category A and would be registered in category B, as provided by CVM.

I think these are the steps here and the possible scenarios, according to the approval scenario by minority shareholders.

**Guilherme Grespan:**

Daniel, before we move on to the SMB part, is there any forced selling trigger? Above a certain level of approval, are all minority shareholders required to tender, or not?

**Daniel Diniz:**

In general, 95% would be the trigger, okay?

**Guilherme Grespan:**

Right. That's what we thought.

**Estanislau Bassols:**

Before we move on to the response regarding SMB, let me emphasize a few points here. First, thank you very much for the question, for starting this series here. All the answers we are going to give about yesterday's Material Fact, we are going to follow the same line. So, I think the more we focus on the rest, the better it will be from now on.

Why? We were informed by the controlling shareholders after the market closed. The answers we are giving are based on the best information we have regarding regulation and legal aspects. And I think the main element here is that the Company has a very strong recognition in terms of corporate governance. It has the *Estadão Empresas Mais*, Best Governance Practices, which we won last year, *Época Negócios*, Best Governance of the Decade, just over a year ago, and the Best and Largest from Exame, with a score of 9 in ESG. In other words, we have excellent governance practices.

We will follow all governance protocols, all regulatory protocols, all legal protocols. And we are, right now, delving into this subject. We are having this call with you as we have always done, we are not here with the lawyers to be able to provide legal and regulatory answers on the subject. Obviously,

we will answer everything we know, but we will answer based on what we know, what is in the law, what is in the regulations, and what has been reported.

Just to foreshadow a little bit of the spirit, but it is a super positive, contributory spirit. Our desire here is to help in any way we can, but we are limited to what we know. Again, it happened last night, we are working as much as we can to learn a little more about these topics over the last few hours, but it is still very recent for all of us.

Thank you again for your question. And I think that gives us a good starting point to answer them. So to answer about the SMB segment, I will answer it broadly if you will allow me. In SMB, we were going in a direction that I had mentioned in my second call.

Let me tell you this as a story, I think it will help you to understand it. So about 1.5 years or 2 years ago, we started focusing on small businesses, and they have some very positive effects. For example, a higher revenue yield at a higher penetration, which would mean that we would have higher profitability. But these companies also have a higher churn in our operation.

Throughout last year, our intention when it comes to small and medium companies was to increase our proportion of medium businesses, larger businesses, still in the SMB segment, but focusing on larger companies in that segment. We thought that, that would be the best way of containing a reduction that we have been seeing, and we came to an inflection point in the 3Q or 4Q when it came to TPV.

So did we reach the level we would like to be at? No, because we would like to reduce market share and transform it into a gain in market share. But what was the strategical steps that we decided to do that? The first thing that is connected to the SMB segment is that we have to improve NPS, processes and products, because we need to dilute the churn to continue to get clients in a healthy way. And this is an agenda that advanced significantly. That was the first one, NPS.

The second element we worked on was that we have a kind of distribution that is still sort of the proportions that we should get based on our market share. So we should have higher distribution capacity. To increase that, we made a strategical effort last year to use the two controlling banks.

We saw that there was a higher productivity level by doing that, and that would give us the potential of working in markets that would have less competition, because these banks are very spread across the country. So we did that. We started up with that.

However, I will mention some numbers here, and Filipe, Daniel and the Investor Relations team will help us with that. We had 250 people coming in throughout the 2H of last year who were working on this channel, supporting sales, ensuring that we would be able to focus on using the banks. We planned to hire 300 people on the second wave that was approved in the 2H of the year, and I can tell you in advance that the results we found from that led to a higher VPL, but they are still short of the potential that we still are seeking. So we still have a long way to go.

That's the reason why at the end of last year, we also reviewed the incentives contract with the banks so that they could also work on selling not only Cielo, but also RR, which is an essential effort to make our sales easier. It makes easier to sell both products.

So we believe that this change that took place at the end of last year has reflected over the 1Q of the year on how the banks work, and that will allow us to expand our volumes without suffering any losses in capturing smaller businesses, smaller clients. Everything we did to capture medium businesses in the SMB segment, is something that we believe was correct in our current situation.

On the other hand, it's also important to improve the current situation. What can we do to do that? Having a 100% digital journey, having solutions that will help us working in the lower part of the

segment, and we have discussed this with the market, meaning the smaller part of the SMB segment. And adding capacity to work on medium-sized clients, this is essential to us. I think that will bring us some additional capacity. Of course, some of these things are short term and other things will take 6 months to a year. So that's what I can tell you for now.

**Guilherme Grespan:**

That was very clear. Thank you.

**Pedro Leduc, Itaú BBA:**

Thank you for this call. I am going to focus on the business at hand. So Filipe mentioned a new agreement to increase incentives for prepayment products. So we looked at the penetration of financial volume on prepayment products going down, especially in comparison to last year. I do not know if you had other institutions who might have affected you, but if you could tell us a bit more about how this works.

And looking at the business as constant as it is right now, with only this incentive, given this percentage of 40.8% at the end of the last quarter, what would be the ideal level or the ideal direction throughout the year? Would it be closer to 50%? With this arrangement of incentives.

**Estanislau Bassols:**

Thank you for your question. So yes, I did not mention this to answer the last question. So, the first aspect is, where are we? Well, as we saw this reduction in the 40.8%, that happened for two reasons, especially. So throughout the 2H23, we did more hunting than farming. So that was a decision we made. We wanted to understand our commercial capacity, and we wanted to, as we had expanded it we wanted to understand if what we did was enough or we should continue expanding them to gain in market share. So this was a trade-off that we had. But we were aware of it. So the smaller company is, the higher their need for prepayment products. They have a higher requirement for cash. So they consistently seek prepayment products.

But the opposite happens when you have bigger clients in retail. So with more traditional clients that operate with less prepayment products, with fewer prepayment products, we have clients who became our targets as we are trying to generate volume. And the consequence is that usually, our penetration in this segment is lower than what we see in larger clients. So this combination of the two factors led to this reduction from 42% penetration to 40,8%.

Are we happy with that? No. It was a strategical movement. We knew that we had to do it in our sales effort throughout the 1H of the year. And from now on, we want to balance that out. So balance hunting with farming. So this is an essential element for us. We also want to find capacity in smaller clients, as long as we have a lower churn.

This is what's going to make the Company's results more permanent. So with that being said, we are working with the same message that we have always had with the market. We try to focus on prepayment products, especially *Receba Rapido*.

So what is the value expectation we have to conclude the year? We cannot provide a guidance because this is a variable, but the Company is focusing on changing the results in retail in this area.

**Pedro Leduc:**

Great. So if I can ask you a follow-up question, in considering yield in Cielo Brasil, which is net revenue split by TPV. If we were to imagine 2024 in this effort to recover market share, revenue, will it be drawn by volume or the take rate yields looking at 2024? Are you expecting more volume or yield?

**Filipe Oliveira:**

Yes, there was a seasonal drop in comparison to the previous quarter. The reason for that, the mix between credit and debit. There's also a seasonal change at the end of the year with major accounts. So we usually see that during the Black Friday week. There is that change in mix that was mentioned by Estanis. We tried to find bigger clients that have a different level of churn and that led to a reduction in yield at first, but not in the profitability for the Company long term.

So, if we look ahead, one of the points that we also saw in the last 6 months was a pressure on price. We believe that if we did not have that, we would have higher volumes. Our conclusion is that churn is low, so this is positive for the market. As we mentioned in our presentation, the last week of January, our revenue yield has increased in comparison to the 4Q.

So, this is the message that we have told the market that it would make sense for it to be more controlled when it comes to price.

**Estanislau Bassols:**

Just to add to that, of course, we do not give a guidance. And I would just like to say, the yield in the last week of January has been the best in the last 2.5 years in yield. And it demonstrates what Filipe said that our commitment to profitability and efficiency continues to be there. So we are adding a capacity for a profitable volume, especially in retail, which would make for a good strategy for the Company.

**Pedro Leduc:**

Great. Thank you very much, and congratulations regardless of the result of this event. I think you are very transparent here. So I hope that you will do well in the next chapters.

**Antonio Ruelle, Bank of America:**

Good morning. Thank you for taking my question. I have two. The first one is about costs. If you could tell us a bit more about investments as well. Estanis mentioned that we will probably see some results for these investments in the 2H of the year, especially revenues and costs. So if you could tell us a bit more about that. The return on these investments?

And also TPV, we have talked about this, but if you could give us some more color on what size company are we talking about? You are focusing on SMB, but who are they? How big are they? And if you can tell us a bit more about your competition in these different segments.

**Estanislau Bassols:**

Let me start with your first question. So, thank you. We have been making significant investments to make our processes more digital and automatic. So throughout last year, especially, we improved our capacity to do logistics and servicing clients significantly.

But we still have an opportunity, especially when we look at client pyramid to increase digitalization, improve the onboarding process and ensure that we have digital services, making POS more material. So with Cielo Tap, which works with smartphones, the products that we have with Pix allow us to work with smaller retailers who might not have as much access to POSs. So this is a significant investment that we are working on and it will have effects on all segments because not only will it improve our performance in churn but it will also have a better value proposition and improve our performance and costs.

But this takes some time to develop. So it's not something that will be happening in the 1Q. But, it will happen throughout the year. Still on investments. We are working to make our clients' onboarding journey, especially in comparison to partner banks to be more automatic and have less friction.

So we are working to keep this short so that we can continue to expand our commercial strengths. There are several changes in systems that are enablers for new products to be lodged quickly. And they are all ongoing. I will mention a few just to give you some examples. One of the changes that we are implementing is the market CRM system. So we are consolidating a number of other things, and we announced them in the recent past. So we are implementing Salesforce for the next months and so on.

On the other hand, we are trying to consolidate all of our databases and our registration process that will allow us to launch products faster and more focused on what the market wants. Improvements in Pix are significant and important. So we are doing that in capturing our clients. We improved our products and usability, but we still have not concluded that. So these are some investments that we are making, and all of them help us to capture clients and also churn.

And we believe that, that's the most profitable thing we can do to affect the Company's results. You had also asked about segments or segmentation. When we are talking about smaller retail clients, we are referring to clients who have under R\$10,000 in monthly revenue.

So, this is split into a few other subsegments based on client size and their use of products. So we have not disclosed this to the market. We have not told you how we split this, but what I can tell you is that with smaller clients, under 10,000, you know when an entrepreneur becomes a retailer and when they become a big account.

It's very similar to what is done elsewhere. There are clients who use e-commerce and digitalization at a higher proportion. We have clients who advance reimbursement, and we have traditional clients that work with less prepayment products. So we have a few quadrants, and we are organizing ourselves to service them differently as we have a broader range in our sales channels.

**Filipe Oliveira:**

Just one final point to add to Estanis' answer considering costs and investments. There is some evidence that most of our investments have given us positive returns. When we look at the reported costs normalized according to card brand, we have seen significant drops in the Company's costs. I think that's only the beginning and what we are delivering new and more sophisticated operational abilities and the Company will continue to become more operationally efficient.

**Kaio Prato, UBS:**

Good morning. I have a couple of questions actually. The first, Estanis has mentioned in the first answer about the first wave. And I would just like to ask about the third wave. I understand that, this was short of what you expected, and I am just wondering what you are expecting from the third wave, if we will have anything that will change the strategy.

And my second question is a follow-up about your yield. We saw an increase in the last week of January. I understand that there's a seasonal pattern that there's a change in mix. But I would just like to know if there was any price effect, if you made any adjustments after December. What's the competitive environment when it comes to price?

**Estanislau Bassols:**

I will start by talking about the third wave. So we split this into three waves for a couple of reasons. First to make sure that we would have, the ability of going to the next wave whenever we saw a positive VPL from the previous wave.

And the second one was to be able to understand if we would have the capacity of absorbing that increase in sales force and also how the portfolios would be adjusted. Right now, what seems more cautious and correct would be to continue measuring just as we had the first wave, I mean throughout the first wave, we measured everything before we launch the second wave. And we are going to do the same thing for the third wave. So we want to ensure that we have good processes, we are improving them and that all the investments that we are making in automation, an improvement and synergy added to incentives will generate results.

So we understand if the third wave should be partial, should be expanded or should not happen. So there is a relevant thing I need to mention about, in the Company, although we published this material fact very recently, yesterday, is that the operation will continue as it always has. So I do not see any decision. I mean, no decision is being made that does not follow the current business's interest, which is increasing our capacity of gaining share in retail and major accounts, continuing our profitability pattern, having synergy with banks. All of this will continue because the Company needs to continue operating. So nothing will change that in the second wave. Quite contrary, the Company will continue operating in the same fashion.

**Filipe Oliveira:**

About yield, you are correct. There were some changes in price, and this has been mentioned to the market. We are trying to find the optimal point and we so far have not seen any adverse effects. Everything is going according to plan. But we see that they are a little bit more one-off than last year.

**Kaio Prato:**

Great. And Estanis, briefly about the third wave, currently, is it on hold? Or are you still concluding the second wave? Just so I understand.

**Estanislau Bassols:**

We are continuing with the second wave. So it's still underway. It will finish at the end of the 1Q and the beginning of the 2Q. And from my first call, I have always said that the term for our sellers performance to reach the top, especially the ones that work with a more executive area, usually takes about 6 months.

So we are looking at the best performing companies that started in the 2H of last year, we are still assessing and accelerating this growth curve, training them, and we are going to do this, for those that are starting at the first and 2Qs of this year, but it is continuing, yes.

**Kaio Prato:**

Great. Thank you.

**Tito Labarta, Goldman Sachs:**

Good morning. Thank you for the call and for taking my question. One question on the potential privatization, just thinking about it from the competitive environment in acquiring. Do you think potentially being a private company could position you better to compete with some of the other sort of nonbank acquirers? We saw you had good TPV growth in the quarter, some of that was seasonality, and pricing seems to be stable, but how do you think about your ability to be nimble potentially as a private company versus being publicly traded? Does that, would that change anything in your strategy and how you are controlling shareholders could approach the business?

**Estanislau Bassols:**

Thank you, Tito. Nice hearing from you, especially. I will split my answer into two parts. The first one, the current strategy is not going to pass through any kind of change. We do believe that what we are pursuing is what we need for the acquiring company that we have right now.

But what you have mentioned, yes, given that we will be a private company with 2 controllers that our banks possibly can open new avenues of growth for the Company in terms of products or in terms of easy processes to incentivize the sales force and some others. We do believe that we are doing the best efforts that we can to have the same results with the current operational mode of the Company. So we are doing the best proxies. But yes, it's better to do something more direct than proxies.

But given this answer, what I can say straightforward is that I cannot see any kind of change in what we are doing for the next 6 months to 1 year, because everything that we have been working, especially in terms of technology, products, processes, and sales force, it's what we need as a company.

So I almost would say that we are doing a turnaround in operational terms. And so far, we have been successful. Jumping to endpoints in NPS, it's a good measure that we have been successful. But being successful, it's not enough. What we have seen is we need to have another jump. That's why we will be working this year to achieve it.

**Tito Labarta:**

Great. Thank you. That's helpful.

**Jorge Kuri, Morgan Stanley:**

Thank you for taking my question. I wanted to ask if you can help us understand how Cateno and Cielo Brasil are integrated? To what extent they are fully integrated, to what extent they shared technology, salespeople, back office? Given the level of integration, how difficult would it be to split the Company in two, particularly on the technology side? If you can help us understand how Cateno and Cielo are or not integrated technologically. That's what I am trying to understand. Thank you.

**Estanislau Bassols:**

Thanks for your question. About Cateno, I do believe that Cateno is one of the smartest diversification approach that the Company has had in our market. What you could see is when we had any positive movement coming from interchange, would affecting sell or to be the opposite in Cateno and the opposite when we had an increase in the interchange it benefits Cateno instead of benefits Cielo, to give you one example.

So the diversification is working very well. The results from Cateno are being almost like a clock, growing constantly during the last quarters and the last few years. But having said that, we do not have any operational synergies with Cateno. When I think about the acquiring business, it's separated from Cateno, we operate it separately, and we do believe that it was an investment opportunity and nothing else.

I do not know, Filipe, if you would you like to add something.

**Filipe Oliveira:**

No, I think it's perfect.

**Jorge Kuri:**

Great. Thank you. So I do not want to put words in your mouth, but basically, it will be very easy to split the companies into because they are not really integrated. It's just two different divisions running separately under one name, that's right?

**Filipe Oliveira:**

Yes. There is a low level of integration. So hypothetically, you can be correct.

**Jorge Kuri:**

Great. Thank you very much.

**Neha Agarwala, HSBC:**

Thank you for taking my question. Just a quick one. We saw a good turnaround in terms of volumes. Which particular segment is that driven from? We know that you losing a bit of market share in the large accounts as well as in the SMB. Has that reduced? And which segment particularly you would like to highlight?

And second part, just quickly on price competition, we saw more price competition in the larger accounts, where you have been more disciplined. Where are we today in terms of price competitiveness, both in large accounts and in the SMB segment? Thank you so much.

**Filipe Oliveira:**

Neha, I am going to start with the second question, about prices. I am going to divide this in 2 segments. In the large account segments, we have seen the price competition become a little bit more behaved. So that's a very good sign for the industry in our view, especially in the second semester.

The 1H23 was tough, it was really tough in competition, especially for the very, very large corporates. By the way, we have seen that competition and become a little bit more behaved across the year, especially in the 2H of the year.

In the SMB arena, we have not seen any changes over the last year. We have seen the entire market quite well behaved in prices. And I actually answer a few questions before yours. About our price strategy for SMBs. And we have seen a little bit of lowering yields on our side on the last quarter of the year. We have not seen enough incremental TPV to make this worth it. So we have seen quite constant elasticity in this market. So it's a very good sign for the industry overall.

About TPV I am going to pass the question to Estanis.

**Estanislaou Bassols:**

Let me try to give you this answer in a different way from what I have answered in the first question. When I think about Cielo of 2 years ago, we possibly had space to improve in user experience, in products, in processes, in IT, in sales channels, in the volume of the sales force and all the process across the Company to fulfill what we needed in the commercialization process.

I do believe that in terms of UX products and processes, we have improved a lot. We still have room to improve. But in terms of channels, especially digital channels, in terms of sales force, especially volume of sales force in terms of process, especially the process to manage this new sales force. I

do believe that we still have room and working as we are planning for this year. I do believe that in the 2H, we will see different results coming from the share in small and medium businesses.

**Neha Agarwala:**

Perfect. Thank you so much.

**Operator:**

This concludes the questions-and-answer session. We will now hand it over to Mr. Estanis, who will make his closing remarks.

**Estanislau Bassols:**

Thank you, everyone. Thank you for focusing on the Company's results. The highest recurring profit we have had since 2018, with R\$ 1.9 billion, the record in ARV revenue, R\$ 1.6 billion, Cateno's biggest profit in history, with a cash base totaling R\$ 1.1 billion, the seventh consecutive quarter of year-on-year growth in revenue yield. So we have been reaping the results from the efforts we made in the previous years. The Company will continue to focus on doing this throughout the year, and I think this is the spirit of our entire team, everyone has been doing a great job.

**Operator:**

This concludes Cielo's conference call. Thank you for listening, and have a great day.

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